

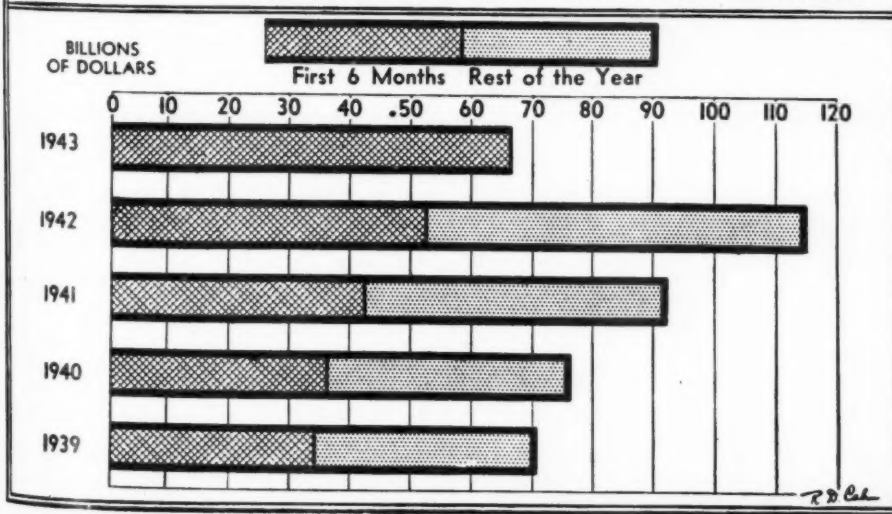
SEPTEMBER 1, 1943



SEP 7 1943
TWENTY CENTS

Sales Management

National Income in the United States



WHEN the final figures for 1943 are tabulated, the top bar will break out of the border. National paid-out income is now running at a rate of nearly 145 billion dollars, or almost twice the 1929 total. For the year ending September 30, our income will total some 136 billions, and this is being broken down by SALES MANAGEMENT into states, counties and major cities as an interim supplement to the annual Survey of Buying Power. Publication date of this issue is November 10.

THE MAGAZINE OF MODERN MARKETING

**Not only NOW... but AFTER the War, too...
the Pacific Coast is an "A-SCHEDULE" MARKET!**



According to Department of Commerce
50 YEARS
Industrial Development Squeezed into
2 YEARS

**and "THE BIG 3" reaches 1 OUT OF EVERY 2
of these Families! In 1-2-3- or 4 colors at preferential group rates!**

Facts prove that the Pacific Coast is an ALL-TIME "A-Schedule" market. Big today, not only because of war material, but because of the flourishing, new large-scale industries such as aluminum, magnesium and steel. Big tomorrow, because these industries are here to stay and there will be a big conversion of war plants to the manufacture of civilian merchandise. That means the rapidly expanding

population is here to stay, too. Start now cultivating this rich market . . . through the Pacific Coast's "A-Schedule" media, "The Big 3" . . . the combined Sunday circulations of 3 outstanding Coast newspapers blanketing their entire wide-flung area. Get its success record. When folks pay 15 cents for a newspaper...it gets an intensive type of readership. And so does your advertisement.

For full details on Pacific Coast Markets, call

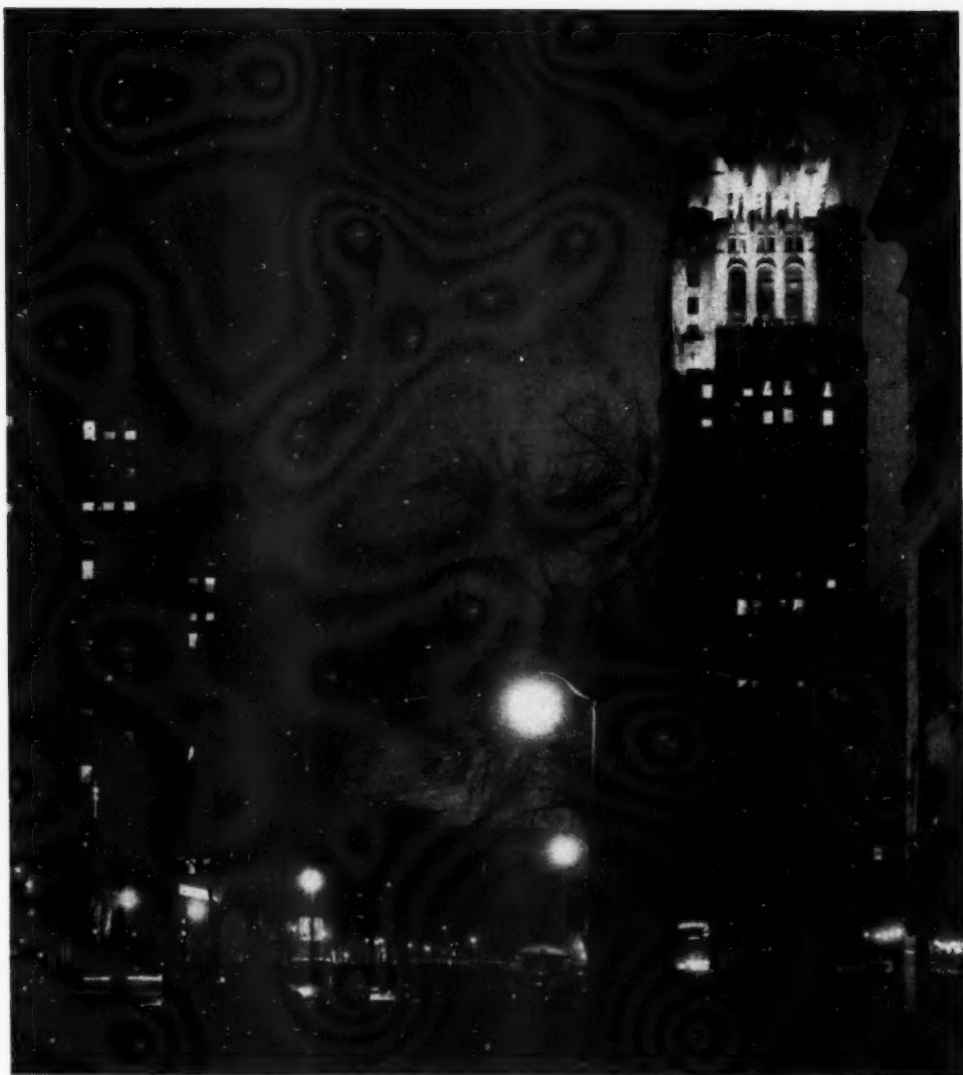
RODNEY E. BOONE ORGANIZATION

THE BIG THREE



Pacific Coast Coverage

INDUSTRIAL WORKERS — Latest count available shows 717,000 employed at an average wage of \$61.47 weekly in DETROIT. In addition there are 491,000 non-industrial employees in the Detroit industrial area.



2 A. M.—Detroit time

DETROIT slumbers not nor sleeps. Every hour of every day over \$1,000,000 worth of war materials rolls out of Detroit plants. At 2 AM you will find five thousand people attending a down-town movie—thousands of cars on the streets—crowded night clubs. By day, thousands shopping, thousands working. There are some spots in Detroit's picture that are not pretty, but all in all Detroit's real soul is sound. The spirit that made it great—the spirit of *hard*

work and intense application to the job in hand . . . the spirit of a Ford, and the Dodges and the Lelands and Chrysler is perennial in Detroit. Now and always Detroit will be one of the world's great markets—rich, lusty—young, virile—quick to catch on—ahead of the parade. We invite you to consider Detroit's enormous sales potentialities—to appreciate the special advertising value inherent in its 112-year-old *only* morning newspaper. July circulation 378,248.

The Detroit Free Press

STORY, BROOKS & FINLEY, Inc., Natl. Representatives

SEPTEMBER 1, 1943

[1]



Murder That Pays

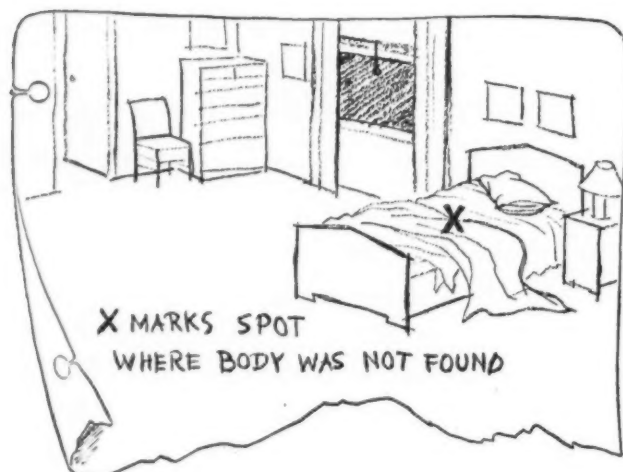
Like the story of man bites dog, this is an unusual story, for this is a yarn about a sales promotion manager who *deliberately* murdered in order to produce good sales promotion. Better hide this copy of SM from Junior, for this is an example of how crime can pay.

We're speaking about "The Case of the Careless Kitchen," (and other crimes equally gory) which Hg Electric Ventilating Co., Chicago, has just released in booklet form.

Capitalizing on the tremendous entertainment value and appeal of murder stories, Ilg has captured the spirit and personality of Perry Mason, famous "whodunit" detective, and injected it into an unusually humorous and well-pointed sales booklet.

The stories are examples of how bad ventilation can be a criminal violation, a cause of marital unrest, and murder, itself!

Main feature is "The Case of the Careless Kitchen," in which glamorous Mrs. LaVere, whose legs are *soo* good that they overcome the esthetic handicaps of cotton stockings, is being neglected, but sadly neglected, by her husband. But all ends well. Detective Ilg helps here to track down the cause of it all. The ghost of her last night's dinner reveals to her the secrets and joys of an Ilg kitchen ventilator, and Detective Ilg goes home to await his next client, hoping that the legs will be as good.



"Quoth the raven, 'Nevermore.'"

In the following pages, other of the detective's problems are presented in condensed form.

Take, for example, "The Case of the Apathetic Gang:"

Everyone has heard of Mrs. Neubride, that charming young matron so popular with the younger set. Few people know, however, that she once consulted me and that I was able to solve a curious problem over which she had worried for weeks. She was close to tears, that day in my office, and obviously embarrassed.

"I just don't understand it, Inspector!" she exclaimed. "You see, we have this charming recreation room—'rumpus room' I believe some people call it—and it's outfitted with all kinds of games and things to do. We frequently have friends over in the evening—both my husband and I love this kind of informal recreation. Well, for the first half-hour or so, everything goes beautifully. Our guests enter into the fun—everyone is lively and gay—it looks like the beginning of a big evening. And then—and then—everything just *bogs down*! First one couple, then another drops out of the game. They go and mope in corners, or droop around on chairs like owls. They don't even seem to want to talk!"

I thought that over. "Describe your recreation room, please, Mrs. Neubride," I said. She gave me the details—size, equipment, number of windows, doors, and the like. I did a little calculating on my desk blotter. Then:

"Mrs. Neubride," I said, "I'm not going to make this case mysterious. I suspect what the trouble is, and I'm going to tell you without hocus-pocus or flummery. In a word, I suspect that you and your husband are victims."

... and if you want to know what happens next, write to Howard H. Monk and Associates, 505 Brown Building, Rockford, Ill., for a copy of "The Case of the Careless Kitchen."

Genius at Play

The Typophiles don't care whether SM records their doings for you or posterity or not. They don't have a publicity chairman. In fact, they don't have any officers. As Perry Strickler once said in a little book about them, the Typophiles have "no official futilities of organization ... no dues, no constitution or by-laws, no duties and no membership campaigns."

They just meet and eat—currently every Wednesday noon at the Town House, East 38th St., New York City—and talk type and books and art, and sometimes less elevating subjects, as they've been meeting and eating and talking for 15 years.

Now and then the Typophiles have a dinner, for members only, and about twice a year they publish a little book, just for themselves. Sometimes the book is the occasion for the dinner. Sometimes they celebrate a member's wedding, or a member's going abroad. Once they celebrated, on April 2, the birthday of W. A. Dwiggins, book designer, only to learn later that Mr. Dwiggins was born on June 19. But it didn't matter. Everyone, including Mr. Dwiggins, had a good time.

The first Typophile book was born of a desire to surprise Member Fred Goudy, foremost type designer, on his 70th birthday, on March 7, 1935. The book emerged from various brains in 19 days, as "Spinach from Many Gardens," and went 60 copies.

In the Spring of 1936, The Typophiles decided to do an annual Christmas book. Members were scattered throughout the country and abroad. The book would be a manifestation of brotherly love. But they also decided that the

SALES MANAGEMENT, published semi-monthly on the first and fifteenth except in May and October, when it is published three times a month and dated the first, tenth and twentieth; copyright September 1, 1943, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879, September 1, 1943. Volume 52, No. 18.



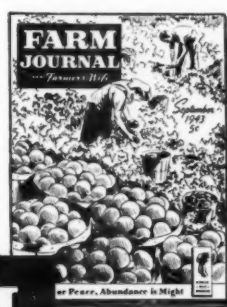
Yes Indeed.... Pigs Grow Bigger

Farmer H. G. McCoy, First National's popular V.P., is in a jam—learning the hard way that housing projects should allow for expansion. Growth, Mr. McCoy, is the destiny of small pigs, if not their destination. We're sorry we couldn't accept your subscription to the FARM JOURNAL for it might have saved you a deal of trouble. *You* can cope with your housing shortage, however, while the paper shortage limits the FARM JOURNAL to 2,700,000 copies—all consigned to prepaid rural subscribers.

• • • • •

Except for paper restrictions, the FARM JOURNAL would be well up toward an edition of 3,000,000 copies. Though we long ago gave up all new circulation effort, mailbags full of subscriptions are received each month—spontaneous recognition of that editorial leadership which has made FARM JOURNAL the largest rural magazine in America. If you raise your own spare ribs or simply want the truth and all of it about the farm situation, borrow if you must, but at any rate read the FARM JOURNAL.

Of the
FIRST FOUR
General Magazines
ONE
covers the rural market



**FARM
JOURNAL**
AND *Farmer's Wife*

GRAHAM PATTERSON, Publisher

Washington Square, PHILADELPHIA



LOW COST FOOD SALES

... with the
newspaper that delivers
73 per cent family coverage
in a **150 MILLION dollar**
food market—America's
11th in retail sales

NEWARK EVENING NEWS

Newark
New Jersey

book should not contain anything about Christmas. They issued—on January 9, 1937, just two weeks and a day after Christmas—a young tome titled "Diggings from Many Ampersandhogs."

The Ampersand, as you may not know, is simply the character &. The Typophiles prided themselves that "this book contains more sheer information than all the libraries in America could provide on Ampersand derivation." In addition to 125 copies for members, two were sold to libraries, at \$25 each.

Sometimes at a dinner the book is given away free to all who attend. Those who worked on that book may get in for \$4; those who have worked on other Typophile books may pay \$6, while those who haven't contributed their talents at all may pay \$10.

Members contribute their services on books. Mailing costs, of course, must be paid in full. If there's any "profit," proportionate payments are made to the printer, engraver, etc.

The only admission factor to the Typophiles is interest in the graphic arts. That presupposes knowledge and ability in this field too. Otherwise, the discussions go over one's head, and he drops by the wayside of his own accord.

There are now about 300 members, who are usually *ipso facto* subscribers for the books. Although there are no officers, Paul Bennett, Mergenthaler Linotype Co., has functioned for years as a sort of spark plug. Some of the better known members, in addition to Fred Goudy and Bruce Rogers are Valenti Angelo, probably the greatest book illuminator; Carl Rollins, head of Yale University Press, and Philip Hofer, Sam Farquhar and Will Ransom, who hold similar positions at Harvard and the Universities of California and Oklahoma, and William Kittredge, designer for Reuben H. Donnelley Co., Chicago.

The Typophiles like to send a little memento to the widely-scattered brethren with each book. Currently, they are engaged in trying to get—with the help of correspondents of the Army's *Stars & Stripes* in many countries, all the words to "Gertie, Gertie from Bizerte."

Dog Insurance Boosts Sales

"Dog insurance" is the basis of a plan which has worked out remarkably well in the sale of Vi-Do dehydrated dog food. Since the plan was initiated in St. Louis about a year ago, sales have climbed beyond the desire of the management to tell. The Vi-Do Products Co., Chicago, began to make a special food for fox and mink farms about nine years ago. And the dog food was developed from that venture.

The company's dog insurance offer grows out of these facts: (a) Eighty-five per cent of all dog ailments stem from digestive sources. (b) The average dog owner spends, for veterinary service, about \$5.90 per dog per year.

Vi-Do made this offer: "Feed your dog exclusively on Vi-Do dog food and we will give you four trips a year to your veterinary. As proof, you must produce box-tops from Vi-Do packages."

The check: A dog usually will eat about four packages a week. A package costs 10c. The result: Avid acceptance of Vi-Do. The pay-off: Fewer than 4% of the buyers ever ask for the veterinary service.

Vi-Do's story is, "Feed your dog Vi-Do and your dog's healthy. Healthy dogs keep away from animal hospitals." A very simple sales story.

SALES MANAGEMENT

If War brings a single blessing, it is the hardships which teach people to think less of self, more of their entire community...in terms of the good of all.

for the Common Good

Wartime suffering has caused humanity to view its behaviour in sharper perspective—to realize that, in the long run, he benefits most who serves.

World War I was followed by a period of social selfishness, realistically reflected by the new-born tabloid newspapers. Sensationalism scored the sacred. Keyhole tactics won circulation. It was an era of personal "grab."

But, with the Depression, the nation sobered and matured. New values developed and the present war found people changed.

This gradual transformation of the public outlook was not lost upon the men who make the Mirror.

And they did something about it.

The Mirror believed that people would welcome a tabloid newspaper which gave the facts and left it to them to decide. To its own staff were added all three of the world-wide news services. New features appeared in keeping with reader demand. Editorially, the Mirror changed, too—influencing those things which seemed best for the common good. The result is a substantial seven-day NEWSpaper of unique personality which concisely presents each day's news clearly, comprehendingly and completely.

Recent years have proved the soundness of this concept. High circulation and phenomenal advertiser-acceptance make the Mirror one of the standouts of publishing. Today the Mirror is the nation's second largest Sunday newspaper (more than 1,700,000 copies) and the third largest daily (more than 750,000 copies). And, because it is editorially "balanced", it is a *family* newspaper—with all that implies in the way of *plus* readership.

The New York Mirror is one of the nation's great newspapers—a monument to the common good of the world's largest community.



the MIRROR...new york

Sales Management

VOL. 52, NO. 18 SEPTEMBER 1, 1943

CONTENTS

Advertising	
New York Savings Banks Spend \$300,000 to Sell Thrift	80
Export Markets	
Expanding Latin-American Market Challenges American Exporters	84
By John F. Des Reis Regional Manager, International Division Carrier Corp. Syracuse	
General	
The Bureau of Foreign and Domestic Commerce—How It Can Help You	43
By A. R. Hahn Managing Editor SALES MANAGEMENT	
Competitors Unite in Drive to Put Slacker Bottles Back to Work	62
Significant Trends	15
Sugar Camp As Was—Sugar Camp As Is	24
General Management	
A Million and a Half Americans Join Chevrolet's "Victory Service League"	18
Based on an interview by D. G. Baird with W. E. Holler General Sales Manager, Chevrolet Motor Division General Motors Sales Corp. Detroit	
Managing Salesmen	
McKesson Self-Development Plan Produces "Master Merchandisers"	38
By Lawrence M. Hughes	
Sales Management in Wartime	
Rem-Rand Salesmen Run Typewriter Clinics for Government Employees	72
Based on an interview by Clifford Guest with Samuel L. Hooper Branch Manager, Typewriter Division Remington Rand, Inc. Washington, D. C.	
Salesmen's Compensation	
So You Need a New Payment Plan for Your Post-War Sales Force?	24
By Burton Bigelow Burton Bigelow Organization New York City	
Sales Promotion	
Smart Design, Smart Promotion Lend Style Zip to a Staple	22
Based on an interview by E. M. Kelley with Otto Boschen President, Bailey, Green & Elger New York City	
Departments and Services	
Campaigns and Marketing	20
Comment	102
High Spot Cities	96
The Human Side	2
Media and Agency News	100
News Reel	17
On the Wartime Sales Front	94
Scratch Pad	78



EDITORIAL STAFF: RAYMOND BILL, Editor and Publisher; PHILIP SALISBURY, Executive Editor; A. R. HAHN, Managing Editor; EDITH KINNEY, Desk Editor; RAY B. PRESCOTT, Director of Research; H. M. HOWARD, Production Manager; CHRISTOPHER A. ANDERSON, Promotion Manager. ASSOCIATE EDITORS: LAWRENCE M. HUGHES, LESTER B. COLBY, D. G. BAIRD, RUTH FYNNE, FRANK WAGGONER, ALICE B. ECKE, LEWIS C. STONE.

Published by Sales Management, Inc., RAYMOND BILL, President; PHILIP SALISBURY, General Manager; M. V. REED, Advertising Manager; C. E. LOVEJOY, Jr., Vice-President and Western Manager; R. E. SMALLWOOD, Vice-President; W. E. DUNSBY, Vice-President; EDWARD LYMAN BILL, Treasurer. Editorial and executive offices, 386 Fourth Avenue, New York 16, N. Y., U. S. A. Telephone Mohawk 4-1760; Chicago, 333 North Michigan Avenue. Telephone State 1266. Santa Barbara, California, 15 East de la Guerra. Publication office, 34 North Crystal Street, East Stroudsburg, Pa. Subscription price, \$4.00 a year. Canada, \$4.25. Foreign, \$4.50. Member Audit Bureau of Circulations, Associated Business Papers.

INDEX TO ADVERTISERS

Aero Digest	68-69
The American Magazine	47-48-49
American Telephone & Telegraph Co.	27
Artkraft Sign Co.	101
Boot & Shoe Recorder	68-69
Booth Michigan Newspapers	90
The Boston Herald-Traveler	39
Braniff Airways	85
Buffalo Courier Express	80
Chemical & Metallurgical Engineering	68-69
Chicago Herald American	73
The Chicago Sun	9
Chicago Times	59
Chicago Tribune	4th Cover
Columbia Pacific Network	36-37
Continental Can Co.	41
The Detroit Free Press	1
The Detroit News	97
Diesel Progress	70
Farm Journal	3
Food Industries	68-69
"The Hearst Big 3"	2nd Cover
Holyoke Card and Paper Co.	74
Hotel Management	68-69
Hotel Mayfair	101
The Houston Chronicle	66
The Indianapolis News	7
India Rubber World	68-69
The Iron Age	68-69
Johnstown Tribune and Democrat	58
KECA (Los Angeles)	92
Kimberly-Clark Corp.	3rd Cover
KSO-KRNT (Des Moines)	62
The Linweave Association	42
The Macfadden Women's Group	12-13
Machinery	68-69
Marine Catalog and Buyers' Directory	68-69
Mathias and Carr, Inc.	101
McGraw-Hill Publishing Co.	88-89
The Meyercord Co.	54
Nashville Banner-Tennessean	86
National Broadcasting Co.	57
National Broadcasting Co. (Spot Sales)	35
Nation's Business	95
Newark Evening News	40
New Britain Herald	71
New Haven Journal-Courier	81
New Orleans Times-Picayune	8
Newsweek	64-65
New York Herald Tribune	79
New York Journal-American	79
The New York Mirror	5
The Daily Oklahoman and Oklahoma City Times	28-29
Omaha World-Herald	60
Philadelphia Evening Bulletin	91
Popular Mechanics Magazine	76
Power	68-69
Puck—The Comic Weekly	93
Purchasing	68-69
Railway Mechanical Engineer	68-69
San Diego Union and Tribune-Sun	50
San Francisco Call-Bulletin	73
The Saturday Evening Post	44-45
Scripps-Howard Newspapers	77
The Spokesman-Review	10-11
Strathmore Paper Co.	99
Successful Farming	67
The Tacoma News Tribune	33
Time	14
Toledo Blade	32
True Story	12-13
Victor Animatograph Co.	70
WCAE (Pittsburgh)	51
WEEI (Boston)	50-51
West Virginia Pulp & Paper Co.	52-53
Winston-Salem Journal and Sentinel	82
The Worcester Telegram-Gazette	61
WSAI (Cincinnati)	92
WTAG (Worcester)	83
WTIC (Hartford)	87
The Yankee Network, Inc.	63

SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending September 1, 1943

The Balance of Marketing Power

THE TEMPESTUOUS WAR PROGRAM has shifted the balance of industrial power away from Middle Eastern and New England states. New—and we think lasting—manufacturing vigor has been given the Far West, the Old South, the Southwest and the Central Plains.

Some marketing executives say that wartime shifts in population mean relatively little, that as soon as the war is over, people will drift back to their former homes and former occupations. Others say that most of the shifts will be permanent, especially if there is no long dislocation while we are converting from war to peace. Probably no one is smart enough to be sure—not even the people involved.

However, those people who have moved since the war began know more about what they intend to do and would like to do than any of the rest of us. A survey made by the National Association of Real Estate Boards shows that the population shifts to industrial centers will be only partially offset by a reverse movement after the war.

The survey indicates that about 60% of war workers intend to return to their former homes. In Detroit 48% of the "in-migrants" say that they will remain where they are; in Cleveland 35%; Buffalo 35%; Philadelphia 37%; New England 32%; California 49%.

Currently, because of the great increase in wartime births and the relatively small casualty lists, we are enjoying a population growth greater than the trend lines have been indicating for the past two decades. The population of the country today is something over 135 millions. This greater than expected increase automatically raises potential production and sales goals.

The shifts in population and in industry also call for a re-allocation of salesmen and a revision of territorial quotas. Roger Babson uses Wichita, Kansas, as an example. A city formerly known for bread and oil now is a model of diversity and volume of production. From a population of 120,000 in 1940, it has jumped to around a quarter of a million. Here are a few of today's Wichita products: planes, tanks, combat vehicles, invasion barges, radios, electronic and optical supplies, clothing, shoes, plastics and industrial alcohol.

Brass Tack P-W Planning

IT IS ANYBODY'S GUESS when the war in Europe will end, but it is certain that the war as a whole will not end suddenly. Because it will end gradually there is every reason to expect a gradual return to civilian production. In some industries and some companies it may be sudden rather than gradual—such as those where war's demands have been met for a long time to come.

Therefore, now is the time to concentrate on sensible, practical and immediate planning. Perhaps we need a new term to differentiate between post-war planning and

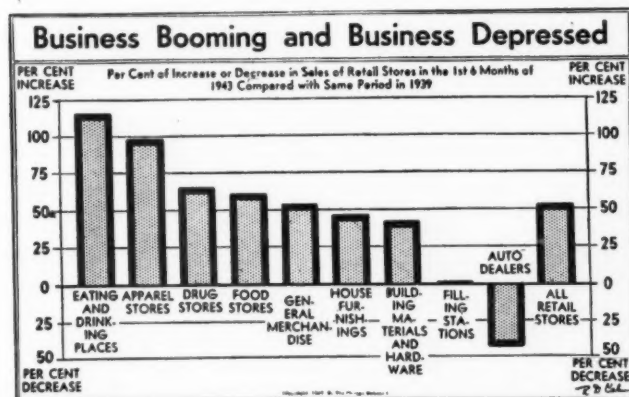
the intermediate period. Perhaps pre-post-war planning gets the idea over. Until now it has been logical to spend a lot of time in planning dream models, but now those should be shoved aside temporarily so that we can concentrate on what can be produced and sold quickly.

Many industries have become almost demoralized through excessive publicity on possible products which, if they ever are made at all, are many years away. Surveys of automobile owners, for example, show that a very high percentage expect to be able to buy, for only a few hundred dollars, new cars which will go 100 miles an hour on 100 octane gasoline, with each gallon shooting them forward 50 miles.


The situation has become so acute that Gordon Rieley, vice-president of the Bryant Heater Company, of Cleveland, sent a letter to the construction trade which predicts that advertising budgets once used for the purpose of selling merchandise to the public may have to be applied widely in reverse to combat the wild and weird dream-world products which uncontrolled and ill-advised publicity is creating today.

In much the same vein, Charles F. Kettering of General Motors says, "I don't believe we will have a new world, or a much different world, and I don't believe that our present world is going all to pot. The main factor we will have to deal with after the war is the rate in which human beings can be trained to change."

In much of the national planning—both by governmental groups and those of industry—selling and promotion are not even mentioned as factors which will help in curing the employment problem. They talk about rapid reconversion, public works programs, financial assistance to returning service men and demobilized war workers, federal job placement services, voluntary withdrawal from labor markets of many women, school-age youths and



Some classes of retail stores are doing twice the 1939 volume, and the national average is an increase of more than 50%—or from 39 billions of dollars to more than 60. Retail sales for the year ending September 30 are being estimated, along with Effective Buying Income, by SALES MANAGEMENT's research staff. These estimates, together with new population figures as determined by OPA registrations will be given for states, counties and major cities in the November 10 SM.



TO HUSBANDS:

Probably you've never wanted your wife to work—BUT THIS IS DIFFERENT. There aren't enough men and unmarried girls to do the work that must be done.

This war will last a lot longer than it needs to, unless your wife and other men's wives come into the war plants and help turn out the ball bearings, springs, brass, etc., for tanks, guns, shells, planes, instruments and equipment that our boys must have.

Defense plants are clean, well-lighted and have pleasant working conditions for women.

Urgent demands are being made every day for more war production.

Your wife may want to take a war job, yet waits for encouragement from you. Why not give her your blessing?

NEW DEPARTURE
DIVISION OF GENERAL MOTORS CORPORATION

Apply to our own, or the nearest convenient office of the U. S. Employment Service.

The New Departure division of General Motors, not normally a newspaper advertiser for the sale of its products, now conducts a steady campaign in plant cities—a campaign which is designed to recruit local women to replace men lost to the armed forces and to acquaint people with the importance of the New Departure products in the war effort. Here, in a typical ad, the company appeals to husbands who have never wanted their wives to work.

over-age employees—but the marketing profession has not succeeded in getting over the idea that sound promotion can create desires which are quickly translatable into increased employment and use of materials.

End of Trade Barriers?

ONE BENEFICIAL ASPECT of the war is the partial ending of trade barriers which grew up in the middle thirties and which have tended to Balkanize the American states. Nine legislatures have abolished much of their interstate barrier legislation this year, and 14 other states liberalized laws regarding motor vehicles. Three others left the laws untouched but gave state officials authority to suspend enforcement of the laws, at least during the war period.

A sample of the change is New Mexico's liberalization of its size and weight limitations for trucks, with permits to trucks to carry overloads. The most frequent change was the entering into of reciprocity agreements with other states with regard to fees for licensing, registration, size and weight of motor vehicles.

The Bright Spots Corner

GROUPING TOGETHER business news items of the fortnight gives hope and encouragement to civilians, although few of the individual items studied separately seem to have great significance. A picture begins to emerge when you put these facts together:

- (A) The Army is curtailing wool purchasing and announces that its orders for stock-piling have ceased.
- (B) The Army orders for cotton fabrics are to be slowed down, effective October 1.
- (C) The War Food Administration announces that a stock of 6,500,000 cases of canned goods heretofore marked for government use will be made available to the public.
- (D) The Department of Agriculture reports a 3% improvement during July in the crop outlook for the harvest year.
- (E) A drop of 0.8% in the cost of living to city workers occurred in July and a current study by the National Industrial Conference Board shows declines in living costs during July in 60 out of 65 cities surveyed.

(F) Arthur D. Whiteside, Director of Civilian Requirements, has rejected the idea of forcing the civilian population down to bedrock economy levels in the present military situation.

(G) Many imported commodities have become much more plentiful, and the improved shipping situation opens the way for bringing in even larger quantities of short-supply imports.

(H) The drop in living costs and the absence of panic buying indicates progress in the fight against inflation.

(I) Fourth-quarter allotments of steel for civilian uses has been increased 25%. While in number of tons this is not great, it is an encouraging sign, especially for the operators of small and moderate-size plants which will be the first to turn back to production for civilian use.

Advertising As an Expense

THE WAR DEPARTMENT'S MANUAL on termination accounting for fixed supply contracts states that deductions for straight selling costs will not be allowed advertisers when contracts are terminated. This means that when contracts are terminated and allowable costs are set up on the uncompleted portions for the purpose of making financial settlements, advertising expense will not be allowed as a contract charge, but a proper proportion of institutional advertising expense may be included.

The manual points out that most of the advertisers handling war contracts are not now engaged in selling, other than to the Government, and the ruling in favor of deductions for a reasonable amount of institutional campaigns is a welcome sign that Washington looks with favor on the creation of a stable post-war free enterprise market.

Significant Shorts

The Supreme Court on Doorbells: The U. S. Supreme Court made history by openly reversing a former ruling under which a large number of communities adopted ordinances to regulate or prohibit house-to-house selling. Justice Black, after admitting that constant callers may lessen the peaceful enjoyment of a home as much as a neighborhood glue factory or a railroad yard, went on to say that "in a peculiar way the right to ring doorbells and to distribute pamphlets is bound up with some of the essential rights of a democracy. The dissemination of information must not be curbed. The right to ring a doorbell, whether to sell a pot, a political idea or a religious pamphlet, is part of the right to freedom of speech which is guaranteed by the Constitution."

Washington Notes: With the possible exception of lumber, it is believed that no other products will be added to meat, which is to be grade labeled. The OPA convinced Judge Vinson that it would drive itself and the industry crazy trying to control meat prices without grades. . . . The appointment of James F. Brownlee, president of Frankfort Distilleries, as chief price executive of OPA is a sign that from this point on the rules for wartime operation of business will be made by and enforced by business men.

"Digest of Post-War Marketing": Under this title, Surface Combustion Division of the General Properties Company, Inc., Toledo, Ohio, has started a bi-monthly summary of post-war plans which it is sending to approximately 3,000 gas utility executives. In the July-August issue they condense a dozen of the best 1943 articles. You might be able to get a copy by requesting it on your company letterhead, but we can't guarantee it.

PHILIP SALISBURY

SALES MANAGEMENT



ELLIOTT

JAMES M. ELLIOTT has been promoted to the position of president and general manager of the John F. Jelke Co., Chicago. Mr. Elliott, formerly executive vice-president and general sales manager, will take over his new duties immediately.



STUART

RALPH C. STUART has been made manager of the Lamp Division, Westinghouse Electric and Manufacturing Co., with headquarters in Bloomfield, N. J. Mr. Stuart will have charge of all activities of the Lamp Division, including sales.



MARSCHNER

D. C. MARSCHNER, assistant manager of the sales promotion and advertising department, Shell Oil Co., Inc., New York City, has been named acting manager of that department. Mr. Marschner has been with the Shell company since 1929.



FLOWMAN

FRANCIS W. FLOWMAN, manager of distribution research and development, Scott Paper Co., Chester, Pa., has been elected a member of the board of directors. He also has been made general sales manager, in charge of all Scott distribution.

NEWS REEL

Photos of Mr. Stuart and Mr. Marschner by Pach Bros.; photo of Mr. Wright by Drake.



BECKETT

ELLIOTT W. BECKETT has been made vice-president and general manager, Continental Can Company of Canada, Ltd., Montreal. Mr. Beckett has been successively factory manager, business manager, and local sales manager in St. Louis for 15 years.



TEEGARDEN

L. W. TEEGARDEN has been appointed assistant general sales manager of RCA Victor Division, the Radio Corporation of America, Camden, N. J. Mr. Teegarden will have direct supervision over selling, distributing and warehousing RCA products.



REED

TOD REED, account executive on the Detroit staff of Ruthrauff & Ryan, Inc., has been elected a vice-president of the agency. Mr. Reed was formerly associated with *Look* magazine, and was publicity director for Frederick & Mitchell, Inc., Chicago.



WRIGHT

JAMES A. WRIGHT, director of sales and advertising, Indian Motorcycle Co., Springfield, Mass., has accepted a new post with the Van Norman Machine Tool Co. of that city. Recently Mr. Wright has been on special assignment in Washington.

Employees of the Williams Baking Co., Scranton, Pa., join the Victory Service League and pledge to do everything to "save the wheels that serve America."



In Los Angeles, the Victory Service League collects large quantities of sports and recreational equipment for the boys in the Armed Services. Prominent citizens and movie celebrities help to put the campaign across.

A Million and a Half Americans Join Chevrolet's "Victory Service League"

Organized to "save the wheels that serve America," and to support all "Victory movements," such as salvage, Bond sales, blood banks, and U. S. O., Chevrolet's VSL is growing every day. More than 8,000 dealers and their personnel of 75,000 are participating.

Based on an interview by D. G. Baird with

W. E. HOLLER

*General Sales Manager, Chevrolet Motor Division
General Motors Sales Corp.
Detroit*

THE Victory Service League, a national patriotic alliance of car and truck owners sponsored by Chevrolet Motor Division of General Motors Sales Corp. and its 8,000 dealers, and dedicated to the two principles of "Service for Victory" and "Save the Wheels That Serve America," had enrolled more than one and a half-million members some nine months after it was formed—and enrollments were continuing at the rate of approximately 7,500 a day, at the time this article was written.

Latest available records show that among these members are 1,937 United States and state senators and congressmen; 52 governors and ex-

governors; 3,667 prominent industrialists and business leaders; 1,405 eminent educators, presidents and deans of universities and colleges; 594 mayors; 194 religious leaders, and thousands of others who are prominent in the arts and professions, and in other fields.

Meanwhile, officials of General Motors of Canada and GM dealers throughout the Dominion, convinced that a similar organization could further the war effort there, have organized the Victory Service League of Canada, which is practically identical with the American league, so far as aims and purposes are concerned.

To say that the Victory Service

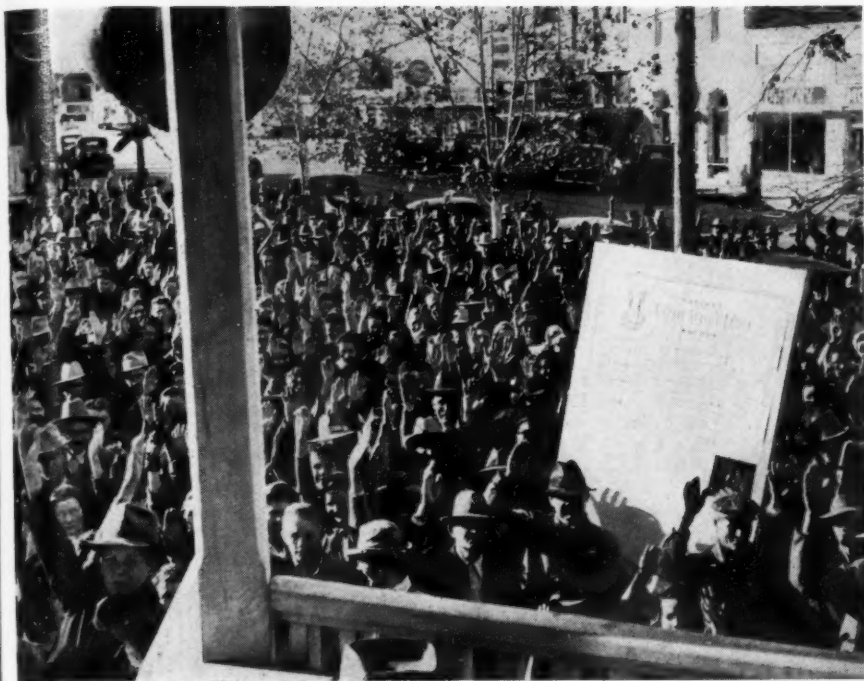
League is sweeping America is an understatement—as is exemplified by the above statistics.

And yet this sensational campaign is sponsored and led by "casualties."

The automobile business was the first commercial casualty of the current war. With very little warning, the automobile manufacturers were ordered to stop making cars and trucks; with no warning whatever, automobile dealers were forbidden to sell automobiles and trucks which they had in stock. Caught with a large inventory of merchandise that has a very high unit value and occupies large storage space, these dealers suddenly found themselves in the position of having their entire stocks of new cars and trucks frozen solid.

What to do?

The automobile manufacturers immediately began to convert their plants to war production. They urged their dealers to concentrate on service. Most of them prepared service programs of one kind or another and advised car owners to take care of the cars they had, because there wouldn't be any more automobiles available for the duration. And the American motorist looked aghast and said that was



Citizens of Weimer, Texas, turn out en masse in a large public demonstration, and enroll as a community in the Victory Service League. Each citizen pledges allegiance to the United States, and to the League's program.

the end of the automobile business. Automobile dealers and salesmen had been told, in effect, that they had no place in a war economy.

That is why one is almost shocked to learn that some 8,000 automobile dealers, who are presumed to be groggy from the knockout punch which they received so recently, have suddenly come to the front as leaders of a national movement that has experienced such widespread acceptance.

The idea for such an organization was conceived in the mind of William E. Holler, Chevrolet's general sales manager. In the midst of the chaotic conditions which existed at the time, he was able to see the opportunity for a great civilian alliance—an alliance which could contribute to the war effort on the home front and one which could, at the same time, employ the talents and abilities of the 8,000 Chevrolet dealers and their 75,000 personnel.

"With war work and war workers scattered throughout America in cities, towns, villages and on farms, the problem of transporting food from the farms, material for the mills, and men to man the machines becomes increasingly vital," Mr. Holler said. "America needs a minimum of 20,000,000 passenger cars and every one of the available 5,000,000 trucks to preserve mobility. Today our car and truck death rate is 2,388,000 units per year, while our car and truck production birth rate is zero. Our national automobile transportation sys-

tem is in urgent need of attention. Car age is weakening it; wreckage is weakening it; rubber wear-out is weakening it. War workers, farmers, and citizens in all walks of life must continue to keep their automotive transportation alive. This system needs the services of a unified, experienced organization, and it needs the help of every patriotic individual and every organization willing and ready to lead the people of this country in a crusade of car conservation.

"At the same time, millions of Americans on the home front are eager to contribute to the war effort, but they have lacked organization and leadership.

"Here, then, was an opportunity to make three definite contributions to the war effort; first, to pledge ourselves to do everything possible to 'Save the Wheels That Serve America'; second, to lead the way in 'Service for Victory' by actively participating in every patriotic effort; and third, to make practical use of the national Chevrolet organization.

"There are many types of organizations whose support may be enlisted. Most of them can be classified as honorary, fraternal, civic, professional, military, or patriotic. Some are active, some inactive. Most of them are exclusive. Many of them already are taking an active part in the various patriotic programs. But there was a need for an all-embracing, all-cooperative organization, such as the Victory Service League, which is open to

The National Dealer Council of the League, composed of two dealers from each of Chevrolet's territories, meets to map the course of future activities.



every patriotic American and which is pledged to participate in every effort to back up the boys at the front.

"Every enrollee in this league signs a pledge in which he renews his allegiance to the United States of America and dedicates himself to the principles and purposes of the Victory Service League. The ritual of enrollment and the insignia of the League purposely were made impressive, so as to appeal to the pride and patriotism of enrollees. When enrolled, each member is given a membership card, a handbook on how to help conserve the Nation's automotive transportation system, and a decalcomania to affix to his car or truck, thus identifying the owner as a VSL member.

"Chevrolet dealers are local directors of the League. As such, they assume their rightful place as community leaders and organizers. The local Chevrolet dealership becomes a focal point of communal patriotic activity and the Chevrolet organization makes a worthwhile contribution to the war effort."

Plans for the League were worked out during the Summer of 1942. Literature, including a portfolio presentation, was prepared to outline the basic idea, the scope of the proposed organization, and the opportunity for such an alliance. Then Mr. Holler's assistant general sales managers, T. H. Keating, E. A. Nimnicht and K. M. Chase presented it to the dealers.

By the end of October, the program had been presented to the entire dealer

organization. The dealers then embarked on a 14-week campaign to contact civic, state and national leaders—the most prominent and influential men everywhere in America—to enlist their public endorsement and active support. That they were successful is proved by the statistics quoted earlier in this article.

Before they began this campaign, dealers had been coached on the entire procedure; arranging the interview, the approach, the chart presentation, presentation of the pledge, a silver emblem, and the membership card, explanation and presentation of the member handbook, and explanation of free inspection and decalcomania.

They went to the most prominent people first—and they usually took a photographer along or had one on call. Innumerable photographs were secured and the best of these were published in the *Chevrolet Victory Service News*, a paper which has been published once or twice a month since the league was formed.

VSL Activities Are Planned

The League, in addition to promoting an active campaign to "Save the Wheels That Serve America," has engaged in numerous other campaigns of more general character, including scrap collections, War Bond drives, organized contributions to the Red Cross blood bank, collecting books, magazines, and recreational equipment for our men in the armed services, and others.

Nor is there anything haphazard about these activities. The former Chevrolet Dealer Planning Committee has become the Chevrolet Dealer War Service Planning Board and meets in Detroit about every three months to plan and schedule definite activities. Then, when a plan is adopted, it is promoted.

For the scrap metal campaign, for example, dealers were furnished a plan book, just as they formerly were provided with such a book for a sales campaign. This book contained sections on advertising, publicity, radio, direct mail, prepared talks, layouts of suggested exterior decorations, erection of scrap piles, decoration of scrap piles, establishment of scrap depots, scrap pick-up service, progress boards, and various prize contests. In addition, a large window poster and a handsome scrap pile banner were supplied to dealers. At last accounts, this campaign alone had contributed over 220,000,000 pounds of scrap, including enough metal to build 21 submarines, 11 destroyers, two cruisers, and 710 tanks.

[20]

The Chevrolet factory has nothing to sell to its dealers except a small volume of replacement parts. Chevrolet dealers have nothing to sell to the public except service, parts, and used cars and trucks, plus an occasional new car or truck which has been released on priority.

Nevertheless, both the factory and dealer organizations have continued their constructive work and dealer mortality has been surprisingly small. Asked specifically about this, Mr.

Holler said that the loss of Chevrolet dealers in 1942 represented only 4.9% of the 1941 volume of 1,178,000 cars and trucks. He added that the average Chevrolet dealer has actually increased his cash, his working capital, and his net worth since the war started.

It would seem quite evident, therefore, that Chevrolet will have a dealer organization to sell cars and trucks when it again has cars and trucks to sell in the post-war period.

Campaigns and Marketing

Food Fights for Freedom

The War Advertising Council, in cooperation with the Office of War Information and the War Food Administration, has developed plans to enlist the entire food industry in support of the "Food Fights for Freedom" program. Regional meetings have been held in Chicago, New York and San Francisco, to acquaint the industry with details of the program.

Newspaper ads, which are available for local sponsorship, give the facts about the food situation, and are also intended to serve as a backdrop for tie-in advertising by individual food producers and distributors. These ads are aimed at developing among the general public a complete understanding of the over-all food problem, and to dispose people to take a more active interest in specific food programs dealing with black markets, Victory Gardens, farm goals, conservation, rationing and prices. They feature the official campaign emblem, with a four-point call to action urging the home front to "produce and conserve, share and play square." The emblem is available for all food advertising, as well as for national and local publicity. Lennen & Mitchell is the volunteer agency in the preparation of newspaper copy. Benton & Bowles, Paris & Peart, and Sherman K. Ellis & Co. also are participating in the campaign, which will embrace the use of all advertising media.

Profits in Glass

About a year ago the National Glass Distributors Association issued a booklet entitled, "Glass and Mirrors—How to Use Them." Pittsburgh Plate Glass Co. then began a campaign directed to furniture retailers, urging the selling of more plate



Available for all food advertising

glass furnishings, and featuring public acceptance of the company's label, with which consumers are becoming increasingly familiar. It also calls attention to the association's booklet, which contains photographic reproductions, in color, of uses of glass in homes, and about a dozen pages of tables listing dimensions and thicknesses of various types of glass. With the aid of the booklet, dealers can quote prices on units cut to fit surfaces of any size and shape.

Consumer advertising, which has been appearing in such magazines as *American Home*, *Better Homes and Gardens*, *Ladies' Home Journal*, *House and Garden*, etc., has spotlighted many places in the home where mirrors and glass tops can be used. The company's blue label reading, "Made from Genuine Pittsburgh Plate Glass," also has been stressed, through such copy as, "How Can I Tell Good Mirrors?—Look for this label when you buy mirrors or other articles made of plate glass. Then you'll know you are buying good glass." BBD&O is

SALES MANAGEMENT

the agency in charge of the account.

Current copy addressed to dealers emphasizes the sale of plate glass tops with new furniture. "Show, advertise and quote new furniture with plate glass tops. . . . Without increasing your sales cost, you increase the unit of sale from 20% to 25% on the average."

Except for a few sample plate glass tops on furniture on display, no inventory is required. A glance at the booklet enables the dealer to quote the correct price on the particular top desired. He merely takes the order—the glass supplier handles the fabrication details. Prices for structural glass, wall and mantel mirrors, shelves, plaques, and other glass items also are given in every conceivable size combination.

Since the booklet is to be shown to the retailer's customers, it contains pictures calculated to arouse the desire to own glass-topped furniture. Illustrations range from color photographs to line drawings. Dozens of uses for glass and mirrors are included, even to head-boards on beds, and shelves for the linen closet. One section of the booklet tells how to make a pattern for a glass table-top—to guide the supplier in filling the order, how to measure and install a full-length door mirror, and how to build a vanity dressing table into the inside of a cupboard or closet door.

Coffee Budget Up 300%

A week after the suspension of coffee rationing, J. A. Folger, San Francisco, announced a 300% increase in its advertising budget, effective at once, and to cover the balance of the year. The bulk of the expenditure will go into radio. The money will be spent with Mutual Don Lee Pacific Coast network and the Blue Network, Pacific Coast, including Arizona.

Although sales are unrestricted so far as government regulation is concerned, spokesmen for the company say that they do not "expect to be able to sell on an unrestricted basis," since the available supply of containers capable of preserving a vacuum will limit the amount of coffee they can sell. Folger is going into partial supplementary production of coffee in cartons, but the cartons will not displace glass as the regular container, unless, of course, use of jars is no longer possible.

Free Life Policies

Life insurance policies as an incentive to greater sales effort are being offered to feed dealers by Sargent & Co., Des Moines, Iowa.

Under the plan, which was developed by Bert Stolpe, Sargent sales promotion and advertising manager, dealers receive policies in amounts of \$500, \$750 or \$1,000, depending on their annual volume of sales of Sargent feeds. The company pays the yearly premium, the policy being an outright gift to the dealer.

The plan also works to keep tonnage from falling off from year to year. If a dealer increases his tonnage, his policy is stepped up to a higher figure for the following period. If sales slump, it is stepped down.

The company already has sent out policies to dealers who qualified on the basis of their sales records for the fiscal year ending June 30—comprising 80% of the trade in 11 states.

Insurance vs. Inflation

Life insurance companies have joined in the greatest cooperative effort in the history of the industry to support the Government's battle against inflation. It is expected that

practically the entire industry will get behind the program, which already has won the backing of companies representing 80% of the life insurance assets of the country.

The campaign broke in newspapers on August 16, on a schedule that includes 286 newspapers in 170 cities from coast to coast. Page advertisements each month in a list of farm journals will bring the entire circulation of the messages up to 31,000,000.

The ads appeal to the self-interest of the country's 67,000,000 policyholders, urging them to put excess liquid funds into investments and savings, such as War Bonds, life insurance and savings accounts, and to cooperate with government action to hold back prices. A seven-point program of cooperation suggested in the opening ad will be stressed throughout the campaign, with case examples of how American families are budgeting their incomes to divert more money from spending channels.

J. Walter Thompson Co., New York City, is the advertising agency.

The four principal layouts in kitchen design are shown on the opposite page. If you were building or remodeling, what kitchen plan would you select?

What size kitchen would you want?

What material would you prefer for work surfaces?

What type of cabinet doors would you prefer?

ONE-WALL
TWO-WALL
L-SHAPE
U-SHAPE

LARGE KITCHEN (12'x16')
MEDIUM SIZE (9'x12')
SMALL KITCHEN (6'x9')

STAINLESS STEEL
PORCELAIN
LINOLEUM
HARDWOOD
NONE OF THESE

HINGED DOORS
SLIDING DOORS

G-E wants the "customer to be right."—a typical page from the questionnaire.

G-E Asks Stockholders for Post-War Advice

GENERAL ELECTRIC CO., Schenectady, is asking stockholders "to turn consumer" and give advice on post-war appliances.

Accompanying the 184th dividend mailed to more than 225,000 common stockholders is an illustrated questionnaire seeking reaction to ideas of designers and engineers, and containing brief information on suggested improvements in electric refrigerators, ranges and kitchen layout, laundry equipment, air conditioning, etc.

Replies from stockholders will be correlated and referred to engineers.

Among the suggested changes is a round refrigerator with revolving shelves instead of the usual sliding shelves, and a refrigerator with a large frozen food compartment and

quick-freeze cabinets, reflecting the new popular interest in home storage. Information also is given on an electric range with a high oven, and an automatic clothes-washer which fills itself, pre-soaks clothes, washes, rinses, spin-dries, empties and shuts itself off automatically.

Stockholders are asked whether or not summer air conditioning at less than \$200 per room would be attractive, and how they prefer to have their kitchens arranged.

The electric blanket, which enjoyed limited distribution before the needs of war turned it into an electrically-heated flying suit, poses a distribution problem, and the questionnaire asks whether it should be sold as an appliance or as an article of bedding.



Button, button, button, meet the wartime Cinderella, the glamorized button. Bailey, Green & Elger, knowing that fashion-conscious Mrs. America wants to look smart and pretty this winter, despite WPB limitations, fastens its fall promotion on a "Make-It-Over" theme, and buckles down to do a real selling job on its latest contribution to high fashion, new buckles to match its line of buttons.



Smart Design, Smart Promotion Lend Style Zip to a Staple

SM's editors always cock an interested ear to little stories like this one, which show how much you can do with an unexciting product if you apply some imagination and sales sense. This article reports what Bailey, Green & Elger are doing to glamorize buttons.

Based on an interview by E. M. Kelley with

OTTO BOSCHEN

President
Bailey, Green & Elger
New York City

MORE buttons are being worn by American women today than at any time in the past.

The current vogue for home sewing has had a part in bringing this about. Buttons are useful as fasteners, and they serve as trimming; and even an inexperienced seamstress can apply them. They provide an effective means of refurbishing last year's garments. Designers of ready-made clothing find them an antidote to WPB and priority headaches.

It probably is true that buttons would have held their own in any case, but at least part of their current popularity should be chalked up to the merchandising job being done by Bailey, Green & Elger, a 47-year-old New York button firm. Through design, styling and promotion keyed to current conditions, this company is making button history. Fashion writers, radio commentators and consumers have become highly button-con-

scious, largely through the efforts of this firm. It also is earning the gratitude of the buyers of notions in department stores, by providing them with appealing merchandise to offer their customers.

A new campaign to sell buttons, *through ideas*, was inaugurated by Bailey, Green & Elger a year ago last summer, when the new fall and winter line was introduced under the banner of conservation. Through advertising in the fashion and business paper press, and in the pattern journals, the slogan, "Make These Yourself," was publicized in connection with a series of suggestions for making ornaments and costume accessories of buttons, to match buttons used normally to fasten the dress or suit. These ideas, originated by Bess Williams, style consultant of the Federal Fashion Service of Federal Advertising Agency, New York City (which handles the Bailey, Green & Elger ac-

count), were of wide scope, centering chiefly about the ensembling of buttons. It was suggested that buttons matching those used as fasteners be used as brooches, pins, earrings, hair-ornaments, bracelets—not as items of costume jewelry, but as part of the ensemble. The "Make-It-Yourself" ideas were simple, requiring few materials, and only a little skill in wiring or sewing buttons to fabric bases; wiring buttons into side-combs to make hair-ornaments, etc. These ideas were well publicized, photographs and explanatory text going to all leading newspapers, and to many magazines and radio stations.

Response to the initial campaign was so good that it was expanded last spring, with still greater emphasis on conservation, in a "Make-It-Over" campaign. To home sewers it was suggested: "Slash the neckline of a dark crepe frock down to the waist in a deep V and wear it with a pastel dickie studded with pearl buttons designed in cupped water lily pattern" . . . "Outline the high round neck of a black crepe frock (with shimmering pearl buttons) . . . in a necklace treatment." The fashion press and the stores received not only photographs showing execution of these ideas, but easy-to-follow drawings.

The firm's fall crop of buttons is now ready for the market, and the most newsworthy feature of the campaign promoting them is the inclusion of buckles and slides (trade term for the buckle-like device through which belts and bows are threaded) to match the new buttons. Interesting ways of dramatizing these in sets are being publicized, with photographs and text, to 100 newspapers in cities of



Gone are the days of buttons stuck away in boxes behind the counter, and dowdy display pieces. BGE shows its customers how buttons displayed on ribbon strips have added allure and sales appeal. And it's going to be very hard for any style-minded shopper to resist the counter-card on the right, showing how buttons can zip up a costume. Sales girls like the handy size and color information on the back of the cards.



100,000 and over; to radio commentators, and 100 magazine editors. In addition, a set of six photographic easel counter-cards is being distributed to stores selling the BGE *Originale*, as the firm's line is designated.

These counter cards are interesting from several angles. For one thing, on the back of each one there is full information about the featured button—its number; the sizes and colors in which it is available; and the matching pieces, such as slides and buckles, which also are available. New buttons being featured, include the Featherlite in furled plume pattern (though dramatically large, it is light enough to be worn on sheer fabrics, being made of plastic, and hollow inside); the "Lover's Knot" in tied plastic; the gold lacquered version of the twisted plastic that looks like licorice; the thumb-tack novelty button; a button dramatizing the Chinese influence; and a sculptured classic with a companion slide (somewhat larger) for a bow-tie. Advertising is not imprinted on these photographic display cards.

It is emphasized that the products of the company are "working" buttons, the decorative function of which supplements the original purpose of the buttons. But because of the shortage of certain fabrics and trimming materials, the adaptability of buttons—in being ornamental as well as useful for fastening—makes them assume an important role in conservation.

Except for the World War period, and the period of the present war, Bailey, Green & Elger has imported from 65 to 70% of the buttons it sold. Since the current war began, the company has been successful in

developing new resources for buttons in the United States. It was, of course, necessary to do much more than give contracts and orders to companies that had not previously manufactured buttons. It was necessary to furnish inspiration, guidance and designs.

Buttons are larger—in some instances, dramatically large; but they are light. The lightness is the result of the use of lightweight plastics, and of making the buttons hollow inside. Nearly all the new buttons are of plastic, though there are a few of wood and ceramics.

BGE buttons have national distribution in nearly all important stores throughout the United States. The line is not cheap in price, but neither is it beyond the reach of the average home sewer. There are a few items selling for as little as 10c. Some—for example a rhinestone-studded apple button—sell for as much as 75c



"How-to-do-it" advertising copy in popular pattern books such as *McCall's*, *Simplicity*, *Prevue*, and *Vogue*, are helping to make women more conscious of the many varied ways buttons can be used.

apiece. But the bulk of the line is in the 25c-35c price-range.

To keep buttons in the limelight, the company sees to it that they are pictured—in BGE advertisements and in editorial sections of magazines and newspapers. No matter how handsome it may be, a button has little inherent pictorial news value, unless shown in use, and used attractively and interestingly, or in a striking or original design. The photographs have that added imaginative touch which ensures them wide reproduction, some of them in dozens of syndicated news stories. This is understandable in the case of buttons on live models (young women with that smart "Westchester-matron" look). Achieving interest through the use of buttons without wearers is somewhat more difficult. One way of doing it is through the inclusion of a view of the corner of a handsome jewel box (subtly comparing buttons with jewels). Another method is the arrangement of the buttons on lengths of ribbon in unusual geometric patterns, or to represent the figures on the dial of a clock.

Mats carrying out the conservation theme are made available to dealers for their advertising.

From the unit-of-sale angle, the retailer cannot class buttons with pianos and fur coats, but they have their good points. The mark-up (at least on the BGE variety) is good. And buttons are easy items to sell.

Department store managements are glad, too, that they have buttons to offer their customers. In normal times, 20% of the notion department's sales volume is in buttons. In these abnormal times, it is safe to say that from 25 to 30% of their volume is in buttons.

So You Need a New Payment Plan For Your Post-War Sales Force?

Scores of companies have been asking SALES MANAGEMENT how to start the job of laying out a modern compensation plan for their post-war sales forces. This article suggests a practical approach. It shows how to build a plan to meet your own specific selling needs.

BY BURTON BIGELOW

*Burton Bigelow Organization
New York City*

(This article—Part I of an article in two parts—is the twenty-first in SM's post-war series. Part II will appear in the September 15, 1943, issue of SALES MANAGEMENT.—THE EDITORS).

"I AM not going into our post-war selling period handicapped as I was before the war by an archaic, patch-work plan of paying our salesmen!" Such was the emphatic declaration of a big-time sales manager at lunch the other day. Like many another sales manager, he inherited, when he took over his job, a sales compensation set-up which did not deserve to be dignified by the term, "plan." The method of paying his men, like Topsy, had "just growed." Through the years, it had been added to and taken from, modified to meet special cases, and was shot through with so many exceptions that no vestige of a plan remained.

This sales manager realizes that the present "in-between" period provides the ideal time to devise a new, and better, salesmen's compensation plan, tailored to fit his company's particular needs.

Defects of Sales Pay Plans

"Even before the war," continued this sales manager, "our payment plan was outmoded. It overpaid those of our men in old established territories and underpaid the fellows with new territories. We spent all our available money on basic pay, which left nothing for the sales department to use as task bonuses, or, as incentives to speed up the accomplishment of special jobs.

"If we were in civilian selling now, most of our men would be drawing more than they would be worth; yet in the depression, an equal number were getting less than a subsistence salary. All of which means, of course, that our base pay is too small and our volume bonus rate too high."

The defects to which my sales manager friend referred are only a few of many. In the sales payment plans which we have examined in the past few years, usually we have found one or more of a dozen common defects:

1. Devised solely to pay the salesman for his over-all job, and therefore providing no incentives for controlling the salesman's activities.

2. Earnings calculated upon a quota or other base which can be changed at will by management, thus placing the *amount* of the salesman's earnings at the frivolous disposal of management and undermining the salesman's confidence in the plan.

3. Too complicated to be understood readily by the men; earnings cannot be figured by the men as readily as by management.

4. The plan has been changed too frequently, giving the obvious impression that when the salesmen, in good times, began to earn too much, the pay basis was sure to be altered to *reduce* the earnings; or in bad times, when they squawked too much, the base was likely to be changed to *increase* their take.

5. So inflexible as not to meet the needs of both new and old salesmen, or both new and established territories.

6. Set up to meet a set of circumstances which were assumed to be permanent, but

Sugar Camp—As Wa Su



Here are the photo-album-like memoirs of Sugar Camp's record as a famous sales training center . . . the men relaxing after a day's studies . . . Col E. A. Deeds, chairman of the board, and S. C. Allyn, president, about to welcome new students . . . the students at work, learning the principles of merchandising



Sugar Camp from the air: The name, "Sugar Camp," implies its origin. In years gone by, the trees were tapped for their sap, which was converted into maple syrup for sale. Famous story at the training schools was the legend of "the sap on the hill" and how NCR sales training converts "the sap" into a marketable product, through sales education.



a Sugar Camp—As Is

You've heard of Sugar Camp.

In pre-war years, National Cash Register's camp was long synonymous with sales training. Many of today's famous sales executives received their basic training in the beautiful camp situated deep in Ohio hills.

Pioneers in sales training and adult education as a basic business principle, NCR built into the modern Sugar Camp all the facilities for convenience, health, and relaxation, without which the intensive study courses, designed to train men quickly, would have been ineffective.

Each year, employees of the company would come to the camp to study, to learn, and to relax. Back in 1934, the entire camp was rebuilt and started; air-conditioned classrooms and residential cottages were erected; a swimming pool, baseball diamond, tennis courts, and social center were added.

But that was yesterday; today Sugar Camp is the home of the WAVES. Today, it is "No-Man's Land"—and the restriction, "For men only," has been replaced by a new one—"For WAVES Only," until peace is won.

In classrooms where NCR students studied selling fundamentals, the girls in blue are learning how to help win a war. The pleasant dining room is now the "mess hall," and the hills and countryside, parade grounds.

Some day—soon—it is hoped, the "For WAVES Only" sign will come down, and Sugar Camp will once again become an integral part of National Cash Register's post-war sales planning and educational program.



ALLOCATION WORK SHEET			WHAT I WISH TO BUY FROM MY POST-WAR SALES FORCE						
AN AID TO PLANNING MORE EFFECTIVE DISTRIBUTION AND UTILIZATION OF THE SALES COMPENSATION DOLLAR.			A. TERRITORY DEVELOPMENT Getting New Distribution, Getting New Customers.	B. SALES VOLUME Maintenance of Volume, Increase of Volume.	C. TECHNICAL KNOW-HOW & SALES ENGINEERING SERVICE	D. MERCHANDISING KNOW-HOW & SERVICE	E. TRAINING OTHERS Really a Staff or Supervisory Task.	F. _____ (Left blank for an additional group, if needed)	TOTALS
"The Five Piles"			60%	30%	—%	10%	—%	—%	100%
HOW I WISH TO PAY FOR WHAT I BUY	1. BASE SALARY (or Drawing Account) for subsistence. ("Groceries" money.)	50%	Pay \$1500 to meet new outlet quota						\$ 1500
		EST. AMT.	\$ 1500						
	2. COMMISSION ON "QUANTITY" "Quantity" of sales in units or dollars, outlets, calls, presentations, demonstrations, etc.	25%	Pay \$5 extra for each new outlet over quota	2% commission on all volume over \$2,000 per outlet per year or equivalent					\$ 750
		EST. AMT.	\$ 250	\$ 500					
	3. BONUS OR PROFIT-SHARING INTEREST Interest in Territory Profits—Net or Gross	10%		1% bonus on all volume on Class A & B items (Long profit items)		\$1 bonus for each window display and store meeting			\$ 300
		EST. AMT.	\$	\$ 150		\$ 150			
	4. LONG-TERM (ANNUAL) BONUS To compel sustained effort.	10%		1% on all dealers sales where volume exceeds territory average.					\$ 300
		EST. AMT.	\$	\$ 300					
	5. CONTEST OR CAMPAIGN MONEY "Hot-Shot" incentives for special short-term drives.	5%	Save \$150 for campaign awards for each man—the exact use to be decided from month to month in advance.						\$ 150
		EST. AMT.	\$	\$	\$	\$	\$	\$	
	6. _____ (Left blank for special group, if needed)								\$
		EST. AMT.	\$	\$	\$	\$	\$	\$	
	Salesmen's Estimated Annual Earnings:		\$ 1750+	\$ 950+	\$	\$ 150—	\$	(Add Contest Money) (\$150)	\$3000
	\$ SALES COST % Per Unit	100%							

DIAGRAM A. ALLOCATION WORK SHEET

This work sheet will aid the sales manager in lining up his sales compensation ideas and decisions on paper. It combines a method of rating—in percentages—the financial importance of five basic groups of sales tasks (horizontal headings) and of deciding what percentage of the sales compensation dollar is to go into base salary, and what portion into the remaining four groups of incentive pay (vertical columns at left). When this blank has been filled in experimentally, the unfilled squares instantly show the areas of sales operation in which the sales manager has provided very little financial control of activities. In the above illustration, for example, if the sales manager later called upon his men to render the company some technical sales engineering service, or to train others, he would have available no incentive pay to reward them for cooperating in such activities. (This chart will not do the *thinking*, but it is helpful in organizing both the approach and the experimental decisions.)

which, when changes took place, made the payment plan out-of-date.

7. Based on an imaginary "normal" period, which "starved" the men in bad times and over-paid them in boom periods, overlooking the fact that the U. S. economy (or any single business in it) has very few so-called "normal" periods.

8. Cost too much to operate (this usually results only when the plan is exceedingly complicated).

9. Deferred the reporting date and/or payment date too long after the work was performed, thus losing much of the enthusiastic power which is generated by prompt payment of earnings.

10. Resulted in seasonal or other peaks and valleys in the salesman's earnings, which had some tendency to upset the salesman's emotional stability and consequently his application-to-the-job. (If such peaks and valleys are unpredictable by the salesman, he also finds it difficult to plan his personal financial program.)

11. Failed to provide for "promotion"—both in dollars and responsibility—of the salesmen who did an extraordinarily good

job. (Salesmen whose objectives are based on volume and who are paid on commission get "automatic" money raises, of course, but in non-commission plans, the able salesman is frequently "stuck" at a given level.)

12. Encouraged high-pressure, get-the-sale-at-any-cost tactics. (Only two plans were open to this criticism—one was a straight commission deal with bonus for sale on first call, the other, a more complicated plan leading to a similar result.)

Every Plan a Compromise

It is not likely that any single plan, however carefully worked out, will avoid all of these defects, for every sales payment plan is a compromise between several ideal objectives. There is no perfect plan, and the procedure which succeeds in one company under one set of conditions, may fail in another company, under different circumstances.

For this reason, the lazy-minded and all-too-widespread practice of copying the other fellow's plan—after

having made an omission here and an addition there—results, not in a better over-all plan, but merely in a different pattern of defects. The sounder and more basic approach is to study the company's particular problem, taking into consideration the capital available to the company, the *type* of selling to be done, the *type* of customers, the size and potentialities of each territory, the degree to which each territory is developed, and the customary earnings of the *kind* of salesmen needed for the job.

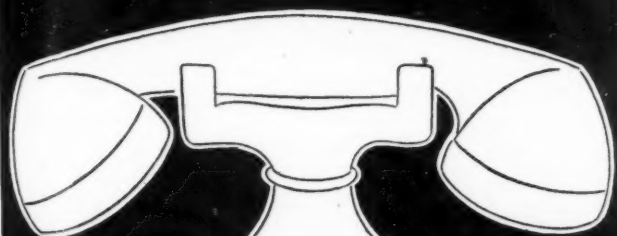
After a preliminary survey of the company's requirements, ask a leading question, viz: "What does this company want to buy from its sales force?"

There are five things you can buy from a salesman:

1. *Territory Development*: Getting new dealers, jobbers or distributors, and/or new customers.

2. *Sales Volume*: Maintenance of present volume, increase in volume.

3. *Technical Know-how or Sales Engineering Service*.



**Joe needs
the Long Distance
lines tonight**

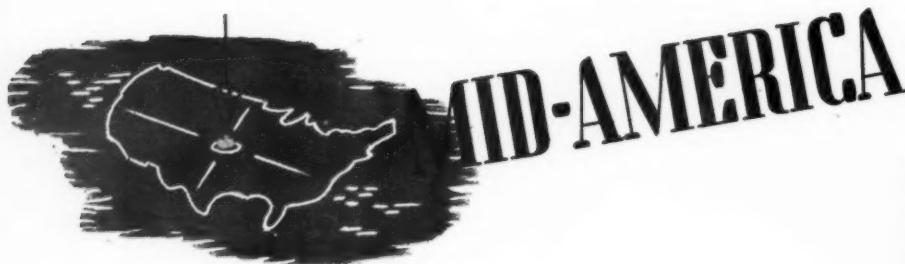
He has a promotion to report. Or a week-end leave coming up. Or it's his mother's birthday.

Evening is about the only time he's free to call and it's important to him.

Will you do your best to avoid Long Distance calls after 7 at night, for the sake of millions of Joes — and Josephines? They'll appreciate it.

BELL TELEPHONE SYSTEM





276,691st Ration Book Issued in Oklahoma County

On August 1, OPA had issued a total of 276,691 No. 2 ration books in Oklahoma County, an increase of 6,432 since the original registration period.

With maximum housing facilities outside the Oklahoma City metropolitan area estimated at 22,000, the population of metropolitan Oklahoma City has definitely passed the 250,000 mark.

Continuing needs of Oklahoma City war plants for workers and a steady stream of in-migrant workers appears to be bearing out predictions of 275,000 population by December of this year.

Oklahoma Business Gains Are National News

The 36% gain of Oklahoma retail business in June topped all of the 34 states summarized monthly by the Department of Commerce as did Oklahoma's 51% increase for the year's first six months.

Oklahoma City was pacing this pace-setting state with an 81% sales increase in June and a 54% gain for the six months.

Oklahoma City's department store sales gains have several times recently made New York Times headlines.

Douglas Modification Plant Construction Sets Record

Sixty-six days from the day bare prairie was broken, the first unit of a \$5,000,000 cargo plane modification plant

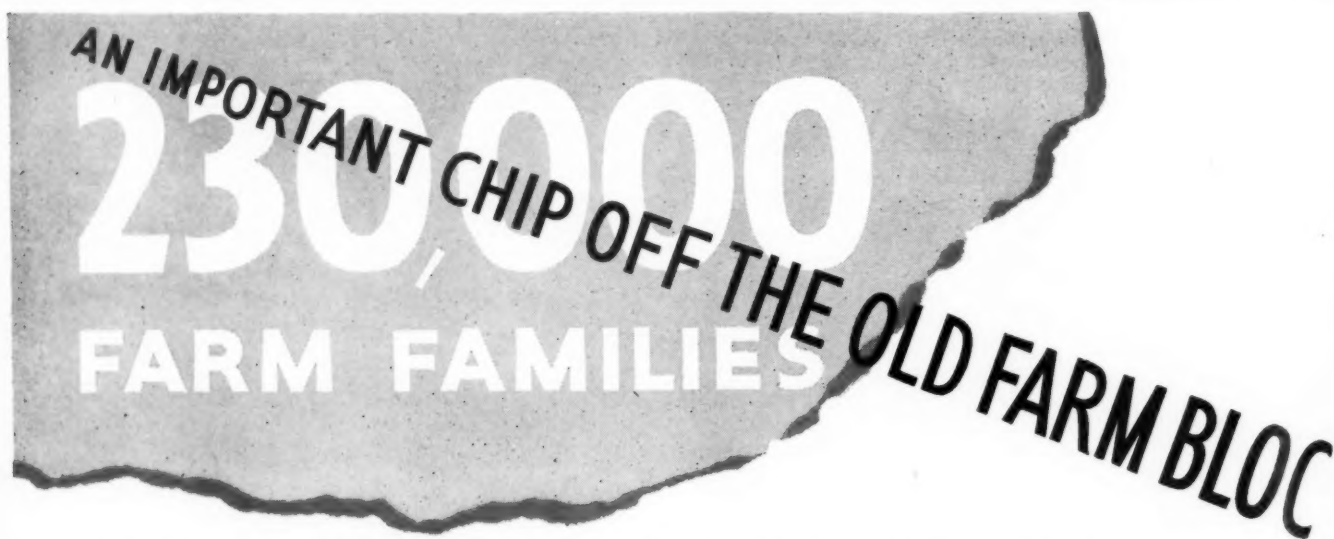
was turned over to Douglas. Planes coming off the Douglas assembly line will be equipped for special duties all over the world. Seemingly impossible completion deadlines are being met to set one record after another in this area.



110,000 Crane Necks At Oklahoma City Air Depot

For the first time since its completion, the gates of the sprawling Oklahoma City Air Depot, model for the entire air service command, were opened to the public on July 25 for a few hours.

So enormous is this \$30,000,000 supply and repair depot and growing air freight terminal that visitors were hardly conscious of being part of a crowd of 110,000 which the gate check counted.



WHAT 230,000 farm families think, or don't think, about your product, your service, your company today may be of vital importance to you in the future, and make a substantial difference, one way or the other, in your sales showing in the here and now.

Yes, the 230,000 farm families of Oklahoma and North Texas who read *The Farmer-Stockman* each month represent an important segment of the nation's farm thinking. They represent an important segment of today's prosperous farm market.

That's a block of thinking, of buying power, which can do you incalculable good.

Any farm paper that can hold the interest and respect of 230,000 farm families in the Southwest as does the *Farmer-Stockman* can certainly do a job of interesting them in a worthwhile product or idea you have to sell today . . . or expect to have when the war is won.

The Farmer-Stockman

OKLAHOMA CITY, OKLAHOMA

The Monthly "Trade Journal" of 230,000 Southwestern Farmers
Represented Nationally by the Katz Agency, Inc.

SALES MANAGEMENT

ould make a wonderful wife...

A wonderful wife is one who knows what you should eat...

Peggy Kiley is an expert dietician. Peggy knows.

A wonderful wife is one who makes you want to eat.

Mother Parker is a prize-winning cook. She knows.

A wonderful wife is one who knows how to make eating fun, how to entertain.

Roberta Green's specialty is entertaining at home. She "wrote the book".

For 15 minutes every weekday morning these three wonderful women (Mother Parker directing) make New England's mouth water with a program known as the *WEEI Food Fair*.

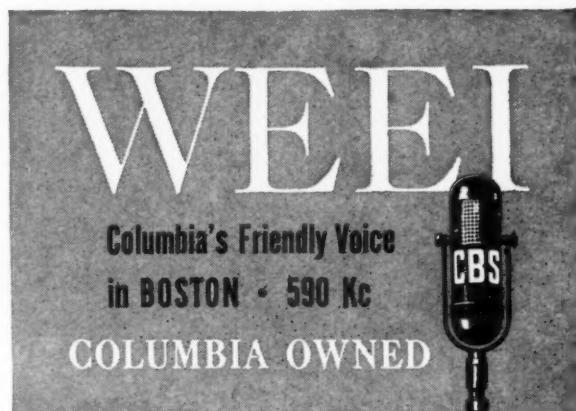
New England women who fancy themselves as cooks and housekeepers swear by the *Food Fair* experts. Women who want to learn more about the noble New England art regard them as the high-priestesses of appetite. They stretch red and blue coupons till you'd think they were made of rubber. And next thing you know, Consumer Demand is galloping again.

Represented by Radio Sales,
the SPOT Broadcasting Division of CBS.

A couple of years ago we offered paid subscriptions to the 32-page *Food Fair Magazine*; thousands of listeners, from the Canadian Border to the tip of the Cape, subscribed.

Three days each week the WEEI Food Fair Booth visits a different super-market displaying sponsored products, and upping retailers' sales of these sponsored products. So far, 250,000 women have visited the booth in Boston's super-markets.

If you're not concerned with food or its intelligent merchandising, you probably won't get excited about this example of WEEI's realistic and essentially *friendly* radio leadership in Boston. But if you're a food man...ask us or Radio Sales for more of the story.



4. *Merchandising Know-how and Service:* To help customers, including dealers, jobbers and distributors move *out* the products which selling has moved *in*.

5. *Training of others.*

In answering the "What do I want to buy from my sales force" question, the sales manager is likely to discover that (a) His company's needs are not identical in all territories, and (if his company is of only medium size) (b) He needs men who are all of these following men rolled in one, viz: salesmen who can get new customers and new distribution; who can in-

crease sales volume; who can render more than a modicum of technical, sales engineering service; and men who, at the same time, can serve as merchandising counsellors to dealers and jobbers, meanwhile training juniors to assist them in their jobs.

Well, if your company demands such all-inclusive type of service from many of its salesmen, then you must pay the market price for that combined talent.

Incidentally, in deciding what you want to buy from your sales force, you are not only deciding what type of

man you will need to employ—you are also setting up a rough yardstick of how you are going to split up your sales compensation dollar among the various tasks.

In other words, how much of each dollar do you wish to pay for getting new distribution and/or new customers?

How much for maintaining or increasing sales volume?

How much for technical sales engineering service?

How much for export merchandising counsel?

And finally, how much for training others? (For the sake of a convenient label, let's call these divisions the "horizontal" split-up.)

Every experienced sales manager knows that when his basic pay plan spends all the money on the single objective of increasing volume, the other objectives are neglected by the salesman despite all the pleading and pressure which the then hamstrung sales manager can bring to bear.

But even before the sales manager answers the question, "How much of my sales payment dollar shall I allot to each task?" he must consider another type of allocation (let's call it a "vertical" split-up), which anticipates making the best possible use of the selling dollar as a tool of sales management.

Split Pay Dollar Five Ways

Experience suggests that, for the purpose of making men responsive to management, the sales compensation money should be divided into five unequal piles, as follows:

1. A base salary (or drawing account) for the salesman's subsistence ("Groceries" money).
2. A commission, based on quantitative performance to provide a continuous quantity incentive. (Quantity may be dollars of volume, units of sales, number of new outlets, new customers, etc.)
3. A bonus or profit-sharing interest in total territorial profits (either gross or net, whichever is best suited to the company's individual needs).
4. An annual or long-term bonus to compel sustained effort, through the year. (Bonus payment need not be made annually—it can be paid quarterly or semi-annually and adjusted on an annual basis.)
5. Contest or campaign money to use as incentives for seasonal, periodic or special drives.

Even though the sales manager does not find it feasible to follow exactly this "five piles of money" concept, he will find that using part of his money for incentive pay greatly increases the salesmen's responsiveness to management's plans and suggestions. Under such a plan, the salesman is sure of only one amount of earnings—his base

"How do you know?" "I saw it in the Blade"

With thousands of people in Toledo and throughout Northwestern Ohio, the news never quite comes true until they see it in the Blade.

Reading the Blade is a habit handed down from one generation to another. It's been that way in Toledo for more than a hundred years.

Who are these people who say—"I saw it in the Blade"?

Well, they're the ones who built Toledo into a great industrial city—using their skills now in top-speed war production.

Today . . . tomorrow—maybe you'd like to have the good people of this prosperous community say about YOUR product—"I saw it in the Blade."



TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

ONLY A GREAT MARKET CAN SUPPORT A GREAT NEWSPAPER

salary. He must get quantitative results to earn his commission; his business must be profitable, to entitle him to his profit-sharing bonus; he must stick to the job to reap the benefit of the long-term bonus, and he must perk up and respond to drives if he is going to share in the contest and campaign money.

Now that the sales manager has decided *what* he wants to buy from the salesman and *how* he wants to pay for it, he is ready to combine his two sets of generalizations and reduce them to specific figures. For this purpose, a simple cross-line chart, such as that illustrated in Diagram A, is likely to prove a useful device.

Three Types of Territories

In digging into the underlying aspects of the sales compensation problem, it is helpful often to analyze and classify the territories. Normally, a sales territory can be placed in one of three basic classes:

1. **The Subsidy Territory**—is the territory where the company does not have enough demand, customers or distribution to support the high type of salesman needed, if the compensation is figured at the same rate as the average cost of sales in fully developed territories. In subsidy territories, the salesmen will need to be *subsidized* with an adequate salary until the territory grows out of the development stage.

2. **The Sales Territory** — is the territory where there are enough customers or adequate distribution to support the salesman, but where an aggressive selling job remains to be done.

3. **The Service Territory**—is the territory where sales have reached a high level, sufficient to support the sales activity, but where aggressive selling is not the prime thought. Rather the keynote here is "Service *well the customers we have.*"

In most companies, all territories will fall into the first two groups. Few companies can afford to forego aggressive selling.

Subsidy vs. Sales Territories

The subject of subsidy territories vs. sales territories is so confused in the thinking of most companies that it deserves special emphasis and clarification in this article.

Subsidy territories should be separated from sales territories in all sales thinking.



**Washington's
Second Market**

LEGEND

POPULATION	73% concentrated in Western Washington
EFFECTIVE BUYING INCOME	74% concentrated in Western Washington
RETAIL SALES	71% concentrated in Western Washington
INDUSTRIAL PAYROLL	86% concentrated in Western Washington

(Figures compiled from Sales Management 1943 Survey Number and Washington State Dept. Labor & Industries.)

Concentration Counts Most!

In Washington State, the people . . . the business . . . the money are all concentrated west of the towering Cascades. Here, on the shores of Puget Sound, is the real center of the state's activity. Here, too, is Tacoma . . . Washington's Second Market . . . an area demanding complete, selective, **CONCENTRATED** coverage. Tacoma, as well as Seattle, is a "must" on your media list if you hope to do a job in Washington's "70%-Plus" region.

The News Tribune TACOMA, WASHINGTON

*First in Washington's Second Market!
Now delivering over 55,000 copies daily.*

LORENZEN & THOMPSON, INC., NATIONAL REPRESENTATIVES



"Well, anyway, we don't have to file a route sheet!"



For example, subsidy territories should not be thrown in with sales territories in computing average selling costs. Why not? Because the resulting figure is misleading—it shows neither the true cost of selling in subsidy territories — which in reality is higher than average; nor does such a lump-sum average show the true cost of selling in developed territories — which, under proper accounting, should become the true normal average cost.

By the same reasoning, subsidy territories should not be included on the same basis as sales territories in devising a sales compensation plan. Why not? Because it takes time to develop a new territory, to build distribution and volume up to a normal level. And no salesman can make a living income out of a subsidy territory if his pay is

based on a pattern originated for non-subsidy territory selling.

Subsidy territory selling calls for hard, constant promotion. It also requires a better-than-average closer. Instead of less pay than the salesman in the fully developed sales territory gets, this new-distribution-builder, or new-customer-getter, *deserves to be paid more!* He is harder to find . . . and he faces a more difficult, day-to-day job.

When the salesman in a subsidy territory must accept the same pay plan that supports a non-subsidy territory, he actually is assuming a share of the development burden. Yet this burden is not the salesman's responsibility; it must rather be carried by time and the company.

In other words, subsidy territories need a special type of salesman; a dif-

ferent kind of pay plan; often a different program of advertising and sales promotion than do fully developed sales territories.

It is my observation that lumping together subsidy and non-subsidy territories in sales thinking is the cause of more faulty decisions than almost any other sales management error. Unless a company is willing to recognize the fact that it takes time and costs money to develop new territory, then it should not undertake that task.

Get Salesmen's Confidence

A sound pay plan which recognizes both the human and the economic necessities, readily taps the hidden wells of the salesman's enthusiasm, gains close cooperation, rouses men out of bed earlier each morning, induces them to plug harder each day and inspires the continuous loyalty which comes from the salesman's feeling that he is well treated and fairly paid.

On the other hand, a badly based payment procedure may sow seeds of suspicion, arouse resentment, kill initiative and set up resistance to management's every suggestion.

For example, a midwestern company that paid its salesmen well, revamped its compensation plan, basing the new bonus on a quota figure set by the management every month. In this way, management was able to dictate the monthly pay check of each man almost as closely as if it had changed his salary each month.

Result: Resentment quickly developed; the men complained, sulked at their work. Bonus money was paid, but it bought the company nothing in the way of extra interest and effort. For almost nine months, while a new plan was being developed, this arbitrary system was in effect. That old plan cost the company what should have been nine months of enthusiasm and the plus-effort of 40 salesmen.

Salesmen dislike and distrust any plan that has a base which is changeable at management's whim.

They are suspicious of a plan that is so complicated they can't figure the results for themselves. On the other hand, they approve of plans which include prompt reports and remuneration for sales made and paid for.

Salesmen resent plans which call for charge-backs and adjustments; which deduct from this month's check part of the money they *thought* they earned last month.

(Part II of this article, to appear in the September 15, 1943, issue of SALES MANAGEMENT, will contain a salesman's Job-Pattern Work Load Study, and will analyze the twelve "musts" of a sound sales payment plan.—THE EDITORS.)

SALES MANAGEMENT

IDEAS *to make a network*

...here's the IDEA behind Deane Dickason's
"Close-ups of Our Fighting Fronts"*

Six ingredients make news; *who* and *what* and *when*, *how* and *why* and *WHERE*.

News broadcasts tell "who and what and when." *News analysts* tell "how and why." But the *where*—is it enough just to give a foreign name or two? Why not a program to tell *about* these places in the news—first-hand, close-up descriptions of our fighting fronts?

Done—and Columbia Pacific found just the man to do it.

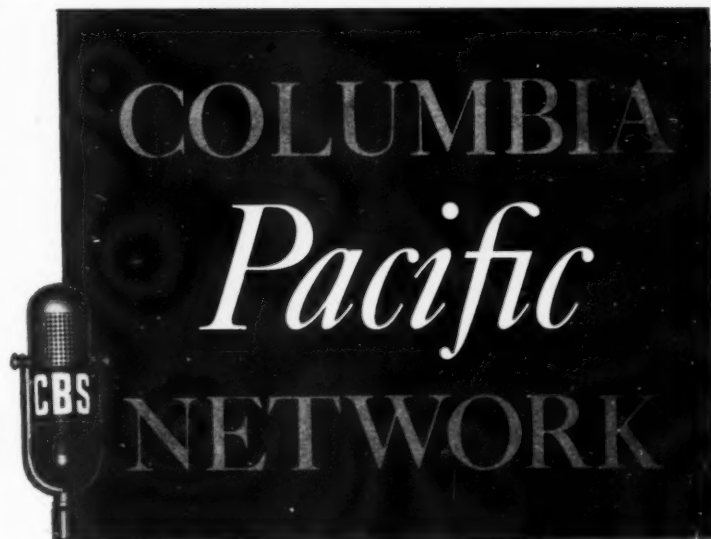
Deane Dickason had spent twenty years in globe travel; as world tour guide, lecturer, writer, photographer, organizer of his own tours, then as radio and motion picture producer. He had served as reporter on foreign affairs for the New York Times, a cameraman for Pathe, and as foreign correspondent for CBS. He had visited every continent time and again, and had proved an ability to make strange lands live in vivid detail before the eyes of an audience.

So, when Dickason returned to the United States, Columbia Pacific picked him for "Close-ups of Our Fighting Fronts." After only two weeks on the air, a special coincidental survey in Los Angeles indicated a rating of 11.4, with 35% of the listeners—or more than a hundred thousand families in Southern California alone! Of course, he was sold at once.

That was at night. Now Dickason has been made available in a Monday through Friday strip at 2:35 p. m., immediately following local news on most Columbia Pacific stations, to bring his vivid closeups to more housewives—the mothers, sisters and wives who thirst for every possible scrap of information about the lands in which their men are fighting.

It was another Columbia Pacific *idea*. Like Columbia Pacific's other ideas in programs, in coverage, in merchandising, it has worked. Ask your nearest Radio Sales office about still other Columbia Pacific ideas—ideas to work for *you* on the rich Pacific Coast.

*As this is written Dickason's daytime program is available for sale. Details from Radio Sales.



A DIVISION OF THE COLUMBIA BROADCASTING SYSTEM
PALACE HOTEL, SAN FRANCISCO 5 • COLUMBIA SQUARE, LOS ANGELES 28
Represented by Radio Sales, the SPOT Broadcasting Division of CBS

POINTS		How I Rate Myself During the Year											
		Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
(3) DO I CONCENTRATE PROPERLY ON PROFITABLE LINES SELLING?													
Do I fully appreciate the value of the Major Lines and their effect on our business?	10 Points												
Is the proportion to my total sales satisfactory and growing?	1 to 10 Points												
Have I developed methods to obtain an increasing volume on such items?	1 to 10 Points												
(4) AM I REALLY ACQUAINTED WITH WHAT MERCHANDISING MEANS?													
Have I complete knowledge of the different lines, stocked in the various departments in the drug stores? ... do I know the relationship of the various items in the development of greater consumer buying?	1 to 10 Points												
Am I helpful to dealers, to show them how to sell through, by display, by salesmanship, by proper stock-keeping?	1 to 10 Points												

The individual salesman keeps a tally of his sales achievements and weaknesses in his guide book. This self-measuring yardstick enables him to see immediately what his faults are and what he can do to improve his record.

McKesson Self-Development Plan Produces "Master Merchandisers"

"The Study of Man," a guide book for salesmen on self-evaluation and criticism, and a "Production Quiz" plan to determine the salesman's relations with his customer, form the basis for McKesson & Robbins' program to help their salesmen help themselves.

BY LAWRENCE M. HUGHES

"THE greatest opportunity of sales executives is not in the movement of goods but in the building of men," believes I. H. Bander, vice-president in charge of general drug and sundry sales of McKesson & Robbins, Inc.

Last January this philosophy was put to work among the 593 salesmen, or merchandisers, of McKesson's 65 wholesale drug houses in an unusual competition. Men who did their jobs best in the first six months of 1943 were to receive certificates of merit as Master Merchandisers.

The salesmen's opportunity for this recognition, however, will continue. The competition is being conducted and certificates awarded in each six-month period of 1943, 1944, and 1945—and perhaps longer. The men will have at least six chances to be designated or to continue as, Master Merchandisers.

Winners are determined by a "production quiz," answered for each man

by the chief executive and the sales executive of his house. "Production" means not primarily dollar or unit volume or increase, but the all-around ability to help customers and to strengthen McKesson's standing in more than 30,000 drug stores.

Progress is stimulated not only by the executives' rating but by honest, searching and continuing analysis by each merchandiser of *his own* abilities and shortcomings.

Through such methods, in today's sellers' market, when manufacturers and distributors cannot meet all the demands of the stores, Mr. Bander pointed out, the company is helping the men to keep on their toes, learning their jobs better, against the coming post-war times when selling will be different—and doubtless more difficult.

On October 1, 1942, McKesson issued to the merchandisers a booklet titled, "The Study of a Man." In an introduction, W. J. Murray, Jr., president, said:

"... If we want to be successful, it is necessary for us to analyze ourselves honestly and critically for the purpose of correcting our faults and improving our good qualities. No one who does this can fail to benefit."

Mr. Bander then outlined the plan and invited all the merchandisers to participate. The booklet, in fact, was addressed to each merchandiser individually.

"To Thine Own Self . . ."

"During each six months period," he explained, "we will award to approximately 100 merchandisers throughout the country receiving the highest rating above the passing point of 75%, a Certificate of Merit that he will be proud to own." This certificate, signed by Mr. Murray, "your regional vice-president and the Chief Executive and Merchandising Manager of your house," would be won in competition with the merchandisers of that house.

The booklet, given to each man several months in advance, outlined the basis of rating and urged him to start in early to "study the various subjects and to rate yourself periodically, to see whether or not you have improved yourself . . ."

"The executives of your house are always at your service. Discuss these rating factors with them. Ask for advice. Study each subject. Tell yourself the truth . . . for as Shakespeare says, 'To thine own self be true, and it doth follow as the night the day, thou canst not then be false to any man.'"

The merchandisers were urged to keep the booklet, and use it, both for the first and later competitions. "Merchandisers who qualify, as well as those who are not fortunate enough to qualify, for a Certificate of Merit in the first competitive period, will continue in competition with all other merchandisers in each succeeding six months period."

The certificate was then shown, in reduced size. "Your family, as well as yourself, will be proud to see the certificate . . . on the wall in your home. It is a mark of distinction that will daily inspire you to greater results."

Then followed six major factors, and a lot of sub-factors for each, to serve as a "self-measuring yard-stick" for every month of the year. Points are awarded for each. To qualify for consideration in the competition a merchandiser must earn a minimum of 75% of fixed points.

In the first four factors all the points granted are "positive." These are (1) "Self-Boosters;" (2) "Do I Use My Working Tools to the Greatest Advantage?" (3) "Do I

LIFE WITH AN ADVERTISING TYCOON

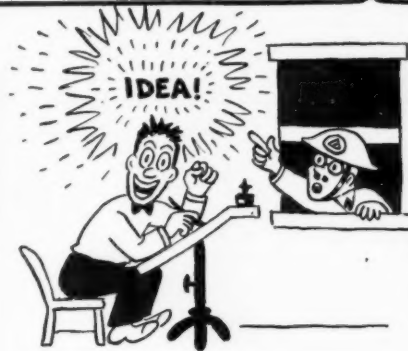
By DAHL



BOSS TELLS DAHL TO CREATE MAGAZINE AD TELLING STORY OF HERALD-TRAVELER'S 15 YEARS OF ADVERTISING LEADERSHIP IN BOSTON.



HE STARTS TO PONDER THIS 15 YEARS LEADERSHIP BUSINESS JUST AS AIR RAID SIGNAL SOUNDS.



HE GETS IDEA BUT AIR RAID WARDEN TELLS HIM TO PUT OUT THAT LIGHT.



TELLS BOSS HE CAN'T WORK IN A BLACKOUT, HE'S TOO BRILLIANT. SAYS ANYWAY, IF THE HERALD-TRAVELER IS SUCH A GOOD MEDIUM WHY ADVERTISE IN A MAGAZINE?



BOSS GETS STUFFY. IMPLIES ARTIST SHOULD TEST HERALD-TRAVELER RESULTS BY PLACING A "POSITION WANTED" AD IN THOSE PAPERS.



HE DOES SO AND RECEIVES HUNDREDS OF REPLIES. BOSS IS DELIGHTED. SAYS THAT PROVES YOU CAN SELL ANYTHING THROUGH HERALD-TRAVELER ADVERTISING. DAHL

Formerly a space-buyer's nightmare, Boston "levelled out" more than 15 years ago as the Herald-Traveler won and maintained a dominant position in the factors that influence media selection. So now, when schedules are being made up, it's easy to be right, with the majority of national and local advertisers who select the Herald-Traveler as No. 1 paper in Boston.

Always 1st in Boston



**THE
HERALD
Traveler**

Concentrate Properly on Profitable Lines Selling?" (4) "Am I Really Acquainted with What Merchandising Means?"

Factors No. 5 and 6 deal more directly with McKesson's volume in the merchandiser's area. No. 5 is, "Do I Appreciate the Value of the McKesson Line in All Its Aspects?" and No. 6 is "Results."

With the "I" changed to "he," the chief executive and sales executive of each house summarize on a "P. Q. rating chart" (P. Q. for Production Quiz) the points earned by each merchandiser for the six-month period. On the back is a summary of total fixed points possible, total fixed points earned, and total number of points earned which determines final rating.

There are 13 elements under "Self-Boosters." Daily objective and planning, for example, rate 10 points; ability to "help others in the organization by passing on selling experiences," 5 points; persistency, 5 points; observation, 1 to 5 points, etc.

Under "use of working tools" are a dozen factors. "Does he carry and show samples as requested?" and "Is he getting satisfactory sales from samples?" each may bring from 1 to 15 points. Timely and important in

many war-boom areas are the questions, "Does he understand the principle of population potentials?" "Does he apply it to his every-day selling?" and "Is he building business through its application?"

Discussing "P. Q." with SALES MANAGEMENT, Mr. Bander emphasized two factors under Question No. 4, "Is he really acquainted with what merchandising means?" These not only help the retail druggists through the difficult times of war, but build an ever-stronger bond of good-will between the stores and McKesson:

"Has he complete knowledge of the different lines, stocked in the various departments of drug stores? . . . Does he know the relationship of the various items in the development of greater consumer buying?"

"Is he helpful to dealers, to show them how to sell through, by display, by salesmanship, by proper stock-keeping?"

Sales Increases Pull Points

Most important factor, in points, is, "How do his total territory sales compare with the same period of last year (territory adjustments considered)?" For six-month sales equalling those of the parallel period of a year ago, the merchandiser gets 100 points. He receives 5 points extra for each 1% increase, and loses 10 points for each 1% less.

Under "results" also are such questions as: "Is he thorough in checking stocks department-wise in drug stores? . . . Do his order blanks show that he checks departments and makes suggestions of missing lines, sizes, colors, styles, etc?"

And especially, "Is he doing a thorough selling job?"

Mr. Bander has been selling drug store products for 40 years, the last 15 of them with McKesson & Robbins. He believes that sales progress can be stimulated more by inspiring than by driving the men.

"Success," he said, "is sometimes accidental—as it is in many war-boom areas today. We want our men to develop the qualities of *planned success* that will enable them to do a thorough selling job, whatever their territories, and the times. We encourage them not merely to sell goods to the stores, but *through* the stores. They can get a greater percentage of available business in any area, at any time, by helping the dealers sell more to consumers."

As do other McKesson executives, Mr. Bander spends a lot of time out in the field, with the merchandisers and with the merchants. He tries to know personally as many as possible

of McKesson's 30,000 plus retailers. As this is written, he is going out by car with a St. Louis executive to "work" that territory.

The "P. Q." plan, he explained, was adopted to let the merchandisers know "what we expect of them. In the process, they are learning what to expect of themselves. From their standpoint, it's a prescription for self-development. From ours, among other things, it's a post-war plan.

"P.Q." Has Post-War Angle

"We don't say anything to the merchandisers about the post-war angle. But it's important now, when they can get more business than they can handle, that they keep alert and informed and keep helping the retailers. 'P. Q.' is keeping our men in there punching, intelligently."

There were actually about 115 winners of the Master Merchandisers certificate, or an average of not quite two each for the 65 wholesale houses. But the work of nearly all the other 478 merchandisers has been stimulated by it. Those who have already won, Mr. Bander believes, will want to work harder to keep in the "master" group. Others will join the group.

Although all the 65 houses participate, "P. Q." is not a national but 65 regional competitions, the winners in each territory being judged on the basis of conditions there. Presentation ceremonies, publicized in local newspapers, are now being held before employees of the different houses.

Some certificate winners, of course, had higher percentages than others, but McKesson executives have no intention of publicizing this. Recognition, they believe, should be made at home, and to all who qualify for it. Some of the winners are veteran McKesson men; some are newcomers.

The important thing is to get all the merchandisers to analyze themselves regularly, and to check with their executives on their self-ratings. "We want them to know," Mr. Bander said, "that the executives are there to help them and to encourage them."

"Really to know themselves, McKesson merchandisers must know what others, including their executives, think of them and their progress. In this competition, we are putting to work Bobby Burns' advice about seeing ourselves as others see us."

There are no money prizes in the competition, he explained. The emphasis is placed on *doing* and *serving*.

"And in the process they build soundly for the future—for themselves and for McKesson & Robbins."

SALES MANAGEMENT



Turn on the
HEAT
in New Britain
with a hot campaign
in the
Herald

**NEW BRITAIN
HERALD**
NEW BRITAIN, CONNECTICUT
The Hardware Center of the World

STORY, BROOKS AND FINLEY, Representatives

DEPARTMENT OF COMMERCE
Bureau of Foreign and Domestic Commerce

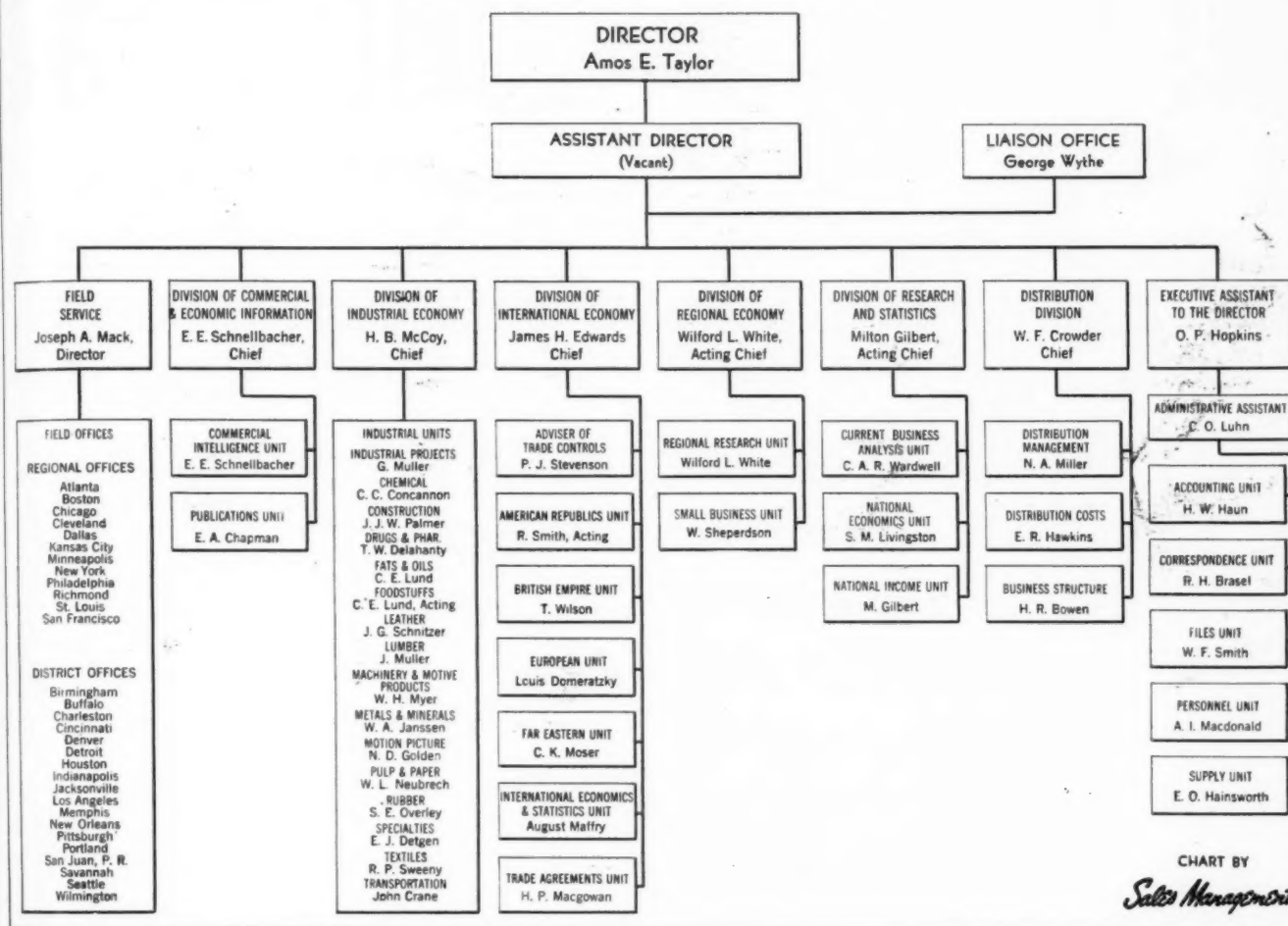


CHART BY
Sales Management

So you're foggy about the set-up of the Bureau of Foreign and Domestic Commerce? This chart will clear things up.

The Bureau of Foreign and Domestic Commerce — How It Can Help You

Come and join a SALES MANAGEMENT editor on a trip through the one government agency which provides the most important single over-all service to business in America. See what it does, how management uses its findings—and learn what it can do for you.

BY A. R. HAHN

Managing Editor, SALES MANAGEMENT

In the August 15 issue of SALES MANAGEMENT, we presented the first of a series of articles on the United States Department of Commerce, under the heading, "Budget Slashes Are Hamstringing Commerce Services to Business." Now we begin a Cook's tour through the Bureau of Foreign and Domestic Commerce. Each of its six divisions will be treated separately. Our purpose in this and the several following

articles, is to give business men a better understanding of their own representation in Government, and, to lead them to many types of service available through the Bureau—services which many people are not now using because they do not know they are there. Readers will find the organization charts particularly helpful in learning sources for information on specific subjects.—THE EDITORS.

BUSINESS has a warehouse of assets in Washington—a bank of management tools which is not being drawn upon to anything like its potential capacity to contribute to industrial efficiency.

The name of the "bank" is the Bureau of Foreign and Domestic Commerce. Like almost every other division under Commerce*, the Bureau is wholly a service agency. Along with Census, it provides the broadest and most significant basic service available to all business from any and all sources, either public or private. In it are stored more facts about American business than exist in any

* Of all the divisions under Commerce, all are service agencies with but one exception: the Civil Aeronautics Administration, which does have regulatory functions.

SEPTEMBER 1, 1943

[43]

THE AMERICAN FAMILY IS THE



"When we speak of increasing readership among women and young people in the new Post, we have no thought of making the Post less attractive for men. We merely mean we have chosen as our target the *average, intelligent American family.*"

Ben Hibbs

EDITOR

NEW POST'S EDITORIAL TARGET

—and we're hitting the mark!

**MEET A TYPICAL POST FAMILY AND
SEE WHAT HAS HAPPENED!**



MRS. J. *Wife and Mother, Age 39*

She's typical of millions of women who read the new Post. Today—more than ever before—her reading tastes cross her husband's. She's got to be informed. And she still loves good fiction and good humor. Through editorial research—we're finding new ways to win more of her time to the Post—and yet win more of her husband's time.

**EDITORIAL HITS IN THE NEW POST
AMONG WOMEN READERS IN ALL AGE
GROUPS HAVE INCREASED 50%**



BETTY J. *Daughter, Age 18*

It doesn't take jive and jazz to make a Post reader of Betty. She's in the age group under 30 that has accorded the new Post its biggest cheer for editorial hits. Betty is living in a new world—a world of intelligent, sharp-minded youth. The new Post is meeting the new viewpoint of youth squarely and sensibly.

**EDITORIAL HITS IN THE NEW POST
AMONG YOUNGER READERS
HAVE INCREASED 63%**



JIM J. *Husband and Father, Age 43*

The new Post is everything Jim wants in a magazine. Authoritative information from the war's hottest spots—from inside Washington—national and international affairs—sports, hard-hitting fiction for a man—humor and cartoons. And while Jim's wife votes an increase of 50% in editorial hits—Jim goes one better.

**EDITORIAL HITS IN THE NEW POST
AMONG MEN READERS IN ALL AGE
GROUPS HAVE INCREASED 52%**



JIM J., JR. *Son, Age 16*

Jim, Jr. is one of the younger men in the age group under 30 who surprises his elders these days with an amazing knowledge of national and world happenings. He's reading the new Post because it treats him like the man he knows he is in these days of young men of great age.

**EDITORIAL HITS IN THE NEW POST
AMONG YOUNGER READERS
HAVE INCREASED 63%**

An editorial hit is a story or article which is completely read by an exceptionally high percentage of the Post audience. In 1941, a standard was established for measuring editorial hits. A story becomes an editorial hit when reader research proves it has exceeded this standard in any age group or in either sex. In the issues checked for readership in 1943, the new Saturday Evening Post shows the following increase in editorial hits over 1941.

**63% MORE HITS
IN THE AGE GROUP UNDER 30**

**23% MORE HITS
IN THE 45 AND OVER GROUP**

**50% MORE HITS
AMONG WOMEN**

**48% MORE HITS
IN THE 30-44 AGE GROUP**

**48% MORE HITS
IN ALL AGES**

**52% MORE HITS
AMONG MEN**

From women—from youth—from people of all ages and both sexes—the verdict is unmistakable.

PEOPLE LIKE THE NEW SATURDAY EVENING POST

SEPTEMBER 1, 1943

[45]

one spot anywhere else in the world.

In the Bureau, they don't give a damn about your politics. They don't issue directives, don't regulate anyone. Their point of view is dispassionate and objective. They carry but one torch, and that for our aged-in-the-wood private enterprise system. (That such a sequence of words can be used accurately to describe anything in Washington may even be news.)

There are two reasons why you—and you—know so little about this wing of Commerce. The first is that the Bureau has no press agent, no means for promoting its wares. It's a huge corporation that is, in effect, forbidden by Congress to advertise. Perhaps its biggest single handicap is that, because it gives so much away, the value of what it offers is often discounted.

The second is that business hasn't exerted itself to find out what the Bureau does, how it does it, or whether the products of its assembly line might profitably be used to jack up the profits curve.

From a purely selfish standpoint, top management in business should know the Bureau far more intimately. When it does, two things will happen:

Management will discover new opportunities to use free Commerce services in solving every-day bread-and-butter production and marketing problems. And management will realize what a poor job business is doing in giving its own department in government active, organized support.

The president of a large company in the Middle West attended a meeting in Washington some time ago at which some officials in Commerce asked for opinion and comment with respect to the value of certain publications and services. This man doubted, he said, whether any Commerce materials were used in his own firm. Shown a specific report, he discounted its value, said it would be of no interest to him or his associates. Then someone showed him a similar report dealing with a vital phase of his own industry.

He seized upon it as something he considered extremely valuable. He hadn't known it existed. This experience led him to return to his home office and call for a report from department heads on Commerce materials in routine use there. To his admitted surprise, he found that 22 different sources were being drawn

upon regularly to supply data employed as management tools.

Two classes of business men have learned how to use the findings of the Bureau—with great profit to themselves. These are the management consultants and the advertising agencies. These organizations are called upon continuously to prepare elaborate presentations for clients; presentations which involve detailed analyses of markets, competition, new trade opportunities, channels of distribution. In most cases, figures and pertinent background facts supplied by the Bureau are utilized extensively in the preparation of these reports.

When the report is tricked out in a hand-lettered cover and plastic binding, the consultants bill the client for a handsome fee, and the client wonders where in the world the consultants learned so much about his business! (It's only fair to add that the more ethical firms do make a practice of showing sources in such reports.)

Our business in this and succeeding articles is to conduct an exploration into each of the six main divisions of the Bureau of Foreign and Domestic Commerce. We shall shop with you among the services available there

What Does the Bureau of Foreign and Domestic Commerce Do?

Service to business through the Bureau of Foreign and Domestic Commerce is provided through six divisions (see organization chart, page 43). Herewith, a summary of the main functions of each division. Their ramifications will become clear as we discuss each in detail.

1. Division of Regional Economy

Directs consulting services of the Bureau. Prepares reports on regional business conditions. Promotes interest of business and communities in self-help measures designed to strengthen their basic economic position. Directs work of Bureau on behalf of small business. Conducts research on small business problems. Keeps Department of Commerce informed on opinions of business men concerning policy and operating problems. Acts as liaison between the Department of Commerce and collegiate schools of business.

2. Research & Statistics Division

Analyzes the economic life of the Nation as a basis for the general aims and objectives of all Bureau activities. Studies all facts pertinent to the current state of commerce of the Nation, including the flow of funds between buyers and sellers, and the evaluation of the national income. Maintains our national economic books and records, collecting, analyzing and disseminating data on general business conditions, developments, and trends in the United States. Edits "Survey of Current Business."

3. Distribution Division

Conducts field studies and prepares reports on problems of wholesalers, retailers and service establishments. Analyzes impact of war on these trades. Assembles information on most efficient techniques of management and operation. Studies structure of business, trends in distribution, and such factors as migration, decentralization

and location in their relation to the economy.

4. Division of Commercial & Economic Information

This division is the "Grand Central Station" of inquiries to the Bureau. Maintains the World Trade Directory, services American firms with information on foreign buyers and distributors. Keeps business informed on results of research projects conducted by government agencies. Serves as government center for information on trade associations and other non-profit business groups. Edits all periodicals and reports published by the Bureau of Foreign & Domestic Commerce.

5. Division of Industrial Economy

This division is the commodity and industry division of the Bureau; it is concerned exclusively with the production and processing of commodities and industrial raw materials, manufacturing, and transportation facilities. It covers commodities, industrial materials, manufacturing and transportation on a world-wide basis. It is responsible for the Bureau's services to both government and private business on industrial and commodity matters.

6. Division of International Economy

Collects, analyzes and disseminates information relating to economic developments abroad, particularly as they affect American business interests, our economic program, and the war effort. Prepares special studies on various phases of economic activity including national budgets, taxation, tariffs, quotas, customs regulations, trade and commodity controls, trade practices, and so on, for use of the Government. Participates in formulation and negotiation of trade treaties. Prepares annual report on balance of international trade. Studies U. S. investments in foreign countries, and foreign investments here.

So now, with the October issue . . . our new program starts.

"To be continued" is dead!

TODAY, EVERYTHING BUT TIME

We readers of The American Magazine are millions strong. We're making War . . . planning Peace. We're forging our dreams into future realities . . . we, the secretaries and typists; the busy housewives and mothers; the inventors, chemists, and businessmen; the ship and plane builders; the radio experts; the engineers, weavers, and farmers; the nurses, teachers, and doctors.

We have all we need to work with . . . but *time*.

We have money . . .

We have brains. Jobs. Ideals.

We have even a source of high inspiration . . . The American Magazine. When we want to know what important men think, we turn to The American Magazine. When we want to know what is being done "in the service of the nation," we go to The American Magazine. When we want stories that entertain *and instruct*, we read The American Magazine. The Editor senses our dreams and thoughts. We read each issue till it's threadbare.

COMPLETE, ALL-IN-ONE-ISSUE

And now we know we can *end* what we start . . . we'll read our magazine more than ever. We'll read every page . . . every line . . . even every advertisement. When we've finished, we'll pass it around to our friends, so many may share it.

For each reader of The American Magazine will be boosting the fact that *our* magazine is THE COMPLETE MAGAZINE . . . COMPLETE with both fiction and articles . . . COMPLETE in its interest and range . . . with each story COMPLETE IN EACH ISSUE . . . NO WAITING!



THE **American** MAGAZINE

for both aids to current operation and post-war preparation. As we go along we shall show by case history how some business men are turning Bureau materials into routine management assets. And we shall do what we can to encourage more business men to take enough initiative to convert a nodding acquaintance into an active working partnership with the men who are serving in the Bureau.

Later in the series we shall have more to say about the attitudes of business men toward their own department of the Government—the Department of Commerce. In the meantime, a single point bears emphasis: When

you set out to make a wider use of an agency like the Bureau of Foreign and Domestic Commerce, remember that it is a service agency, as untainted as any government body could be by political considerations. Approach it in this spirit, and, above all, do not carry over to it any animosities you may feel toward other government groups. If you feel that the FTC has victimized you by one of its more hair-splitting decisions, or that OPA has sabotaged your wholesalers, forget it when you deal with Commerce. For Commerce is your friend at court.

Basic philosophy behind the operation of the Bureau of Foreign and



Lanky, soft-spoken Dr. Amos Taylor, newly appointed Director of the Bureau of Foreign and Domestic Commerce, is an economist and financial student by training, a historian by avocation. He has served the Department of Commerce in various capacities since 1930, first as assistant chief and chief of the Finance Division of the Bureau, later as chief of the International Economics Unit, most recently as chief of the Division of Research and Statistics.

Dr. Taylor is a Pennsylvanian. He holds degrees from Gettysburg College, University of Pennsylvania, and the University of Chicago, and he studied economics and international law at the University of Paris after military service in the AEF in World War I. He is a member of the American Economic Association, the American Statistical Association, the Royal Economic Society, and the Academy of Political Science.

When he gets a day to himself, Dr. Taylor runs through a set or two of tennis, or holes in at his library for a session of reading—it's likely to be Latin poetry. He especially enjoys rambling about historical shrines — battlefields, churchyards, homes of famous men, old forts, prisons, cloisters. To keep alive his deep interest in significant people and events of the past, he continuously feeds his collection of newspaper and magazine clippings dealing with historical subject matter. Had a field day after the recent conquest of Sicily, he says.

Domestic Commerce is that this agency should not attempt to do for business what business should do for itself. The Bureau has made an earnest effort—and with a substantial degree of success—to resist all pressures toward turning any phase of its activities into an axe-grinding for any one element in business. Its projects fall largely in the area of measurement of our national economy . . .

SALES MANAGEMENT

SAN DIEGO

"Am I seeing double!"



*The Future
of San Diego?*

There are sound, basic reasons why the future of San Diego has been classed by marketing analysts as the only A-1 city above 375,000 population. May we supply you with them?

No brother, you don't need glasses - San Diego has grown like this since you "looked" last!

San Diego represents *one* population shift which deserves the serious attention of your Vice-President-in-charge-of-snatching-a-moment-now-and-then-to-plan-ahead.

Dollars spent NOW cultivating this big market will make it receptive to YOU when your plans are ready for release.

GET LATEST FACTS from our National Representatives or write direct.

SAN DIEGO UNION and TRIBUNE - SUN

Union-Tribune Publishing Co., San Diego, California

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.

New York • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles

of establishment of bench marks and guide posts by which business can do its own planning . . . of coordination of research among individual enterprises, institutions, and government to eliminate cross-tracking and duplication. Business does not want paternalism from its own departments in government, and the men who head the Bureau have neither the desire nor the intent to try to lead any business man around by the hand.

The Bureau of Foreign and Domestic Commerce, in short, is not in the business of running a police station. It is in the business of providing *tools for management guidance*. It is up to the individual to select what he can adapt to his own needs, and to make the practical application. This "tools-for-management-guidance" concept is of the utmost importance, for business

as a whole is lamentably under-staffed with capable management personnel, and woefully delinquent in the progressive development of better management techniques.

So much for the background. As we tour the Bureau in our search for ideas and usable raw materials for management, it may become apparent that each individual enterprise might well assign to one member of its staff the specific task of Commerce contact, both locally and in Washington. His function would be to keep abreast of Commerce activities and to feed out to the executive family about him information of potential value. When this becomes established practice, we shall have advanced a long way in the direction of making Commerce as significant to business as Agriculture is to the farmer and Labor to the worker.

of the traffic which passes across the desks of the twelve regional consultants who operate in the Division of Regional Economy's Regional Research Unit of the Bureau of Foreign and Domestic Commerce. One of these consultants is located in each of the 12 Regional offices of the Department. In addition to the 12 Regional offices, the Department has 15 District offices.

If you have any regular local contacts with Commerce at all, the regional consultant or the regional or district manager is the man you are most likely to know by his first name. Any of these men should be your first source for finding what you want in Commerce. Remember that. It will save time — and perhaps trips to Washington.

Because it is his job to dip his fingers into many pies, the regional consultant stays well abreast of the business scene. He is a rich depository of "know-how" on tested techniques for unraveling routine business tangles, for breaking bottlenecks, for ferreting out substitutes, for reconciling the irreconcilable. He may not, at the drop of a hat, know the answer to your specific inquiry, but he may know the next best thing: Where you can go to get it.

During the last 18 months war emergencies in business have taken

How the Division of Regional Economy Works—What It Does

A FURNITURE company president found his former sources of supply for tapestry for upholstery drying up. He carried his woes to the Regional Consultant of the Bureau of Foreign and Domestic Commerce in Atlanta. On a subsequent field trip, the Consultant found a factory making tapestry similar to that the furniture company had been using. The two manufacturers were brought together. Result: One found a market, the other a source of badly needed materials.

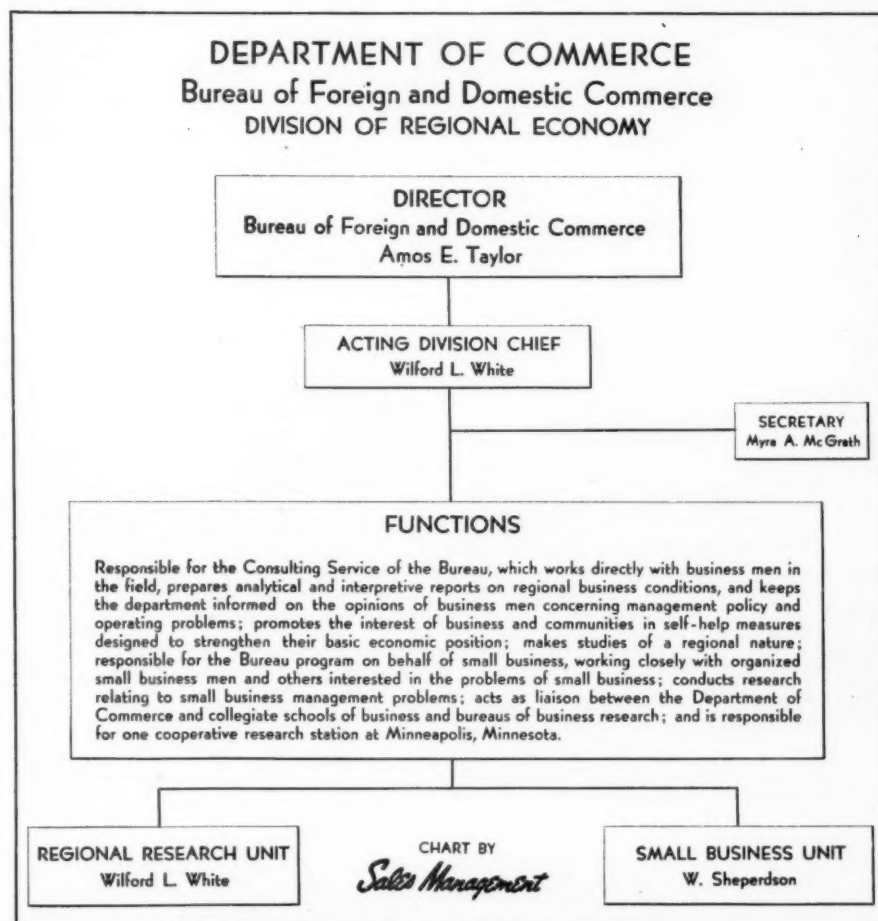
A trading company sought priorities for dehydration equipment. The firm had some of the machinery, but no plant or site. A Commerce Regional Consultant suggested that the company stood a better chance of getting a priority if it first had a plant in a strategic location near the source of its raw materials. Such a site was found, and this course of action provided the leverage needed to obtain the priorities. Latest report: Plant in production.

Company A was negotiating to buy a shoe polish company. One of its officers came to the Regional Consultant to seek facts on the outlook for materials and market. After determining the ingredients involved, the Consultant suggested discussion with WPB; he also pointed out the need for development of a fiber or glass container since no tin would be available. Market factors were examined. Under shoe rationing, might not people be inclined to use more shoe polish? Was Army training in developing "shoe-shine habits" not

likely to create a new post-war market of perhaps several million men? Weighing of all favorable factors against the uncertainties of basic materials supply resulted in a decision against purchase.

* * *

These are all run-of-the-mill samples





The photograph is offered as evidence that even a congenital worrier like Dr. Wilford White relaxes occasionally. Scene, the picnic grounds in his own back yard. Instructions in technique of producing barbecued hamburgers by White; interested listener, a neighbor's small fry.

Hoosier White's family moved to Colorado in 1911, where he received a degree from the University after an interval in the Army. Later he added two more degrees at the Harvard School of Business Administration, an MBA in 1921, a DCS in 1929. After teaching both at Colorado and at Harvard, Dr. White went to the University of Texas as Professor of Marketing.

On leave from 1930 to '32, he served as economist for the Federal Trade Commission on their chain store inquiry, returned to Washington two years later to join the Bureau of Foreign and Domestic Commerce. Currently he is Chief of the Regional Research Unit and Acting Chief of the Division of Regional Economy.

Dr. White is the author of the book, "Cooperative Retail Buying Associations," published in 1930 by McGraw-Hill, and "Chain Store Wages," published by the FTC in 1933. He is a past president and member of the American Marketing Association, and a member of the American Economic Association, American Statistical Association, and the Society for the Advancement of Management.

most of his time. Now the emphasis is shifting to preparation for peace. Today the regional consultant is wholesaling information on population movement, helping to preplan the resuscitation of dead or dormant distributive organizations, disseminating facts about new products and processes which are going to make post-war competition a sport to be engaged in only by the brave and brawny.

Let's look in on a typical regional consultant—on Carl Henrickson, at the Commerce office at 500 Fifth Avenue, New York City. If Mr. Henrickson wrote a "My Day," it would include, typically, a schedule which would go something like this:

- 9:00 a.m. Talked with manufacturer seeking raincoat materials for government contract. Put him in touch with likely sources.
- 10:00 a.m. Read, corrected and okayed final draft of quarterly report.
- 11:00 a.m. Interviewed a business paper editor and a radio commentator both checking on accuracy of manuscript material for future release.

- 12:00 Attended trade association luncheon for participation in discussion of post-war planning.
- 2:00 p.m. Made five field calls to sift current facts on problems facing grocery wholesalers.
- 4:00 p.m. Outlined article for January issue of Domestic Commerce on new market research projects in New York area.
- 5:00 p.m. Assembled data sources for manufacturer who is realigning branch office set-up for post-war period.

This synthetic one-day calendar gives clues to the other-than-consulting functions of the regional representative. The "quarterly report" is an analysis of some important current business problem. (Copies of these are available to business men on request from the Bureau of Foreign and Domestic Commerce, Washington, D. C. You may regularly receive the report covering just one area, if you operate locally; you may have all 12 if your business is national in scope.) The most recent report dealt with the transportation situation.

Now and then the consultants inherit field survey assignments from other government agencies. Examples: The ODT requested a special report on the problems facing truck operators. Another "alphabet" office wanted a summary of methods of allocating scarce goods to wholesalers and dealers. Coming up soon is a study of the plans of manufacturers who are helping their retail outlets to stay in business during the war period.

Your regional consultant, then, is a key man in Commerce. He can help you to save money—and make money—if you are smart enough to use him.

One of the most substantial contributions of the Regional Economy Division within the year was preparation and publication of the "Small Town Manual for Community Action." Tried out in draft form in a dozen "guinea pig" communities and revised in the light of experience, this volume outlined an approach for small towns in the solution of business problems on their own doorstep, and gave them a formula for implementing it. Its purpose: To engender constructive planning at the community level, to encourage small social units to develop a "board of directors' point of view" about the exploitation of their community assets, the liquidation of their community liabilities.

487 Towns Adopt Manual

City Fathers in 487 towns, large and small, adopted the manual procedure, or some part of it, to set up a balance sheet on their communities, to set down in specific terms the action needed to improve the status of their own body of citizens. Meeting the competition of a near-by city more popular as a trading center for rural population . . . regenerating Main Street . . . making retail stores more attractive to local residents . . . stopping the drift away from small towns of the young people . . . finding industrial outlets for local skills . . . getting a deep freeze locker plant . . . mobilizing support for the various war campaigns. . . . All these, and more, were among the problems which the local Chamber of Commerce, the local banker, the public utilities manager, the mayor, the superintendent of schools and the newspaper publisher sat down to examine.

Let's look at some specific cases where communities have started some action as a result of applying ideas set forth in the small town manual.

Six small centers in Missouri (Breckenridge, Hamilton, Kiddlet, Mooresville, Nettleton, Utica) conducted a farm machinery survey to locate badly needed parts. High school



MEET STAR-FACE...

He's Going to Visit Every Radio Home
In America To Sell RADIO
As It Has Never Been Sold Before!

Star-Face is the biggest thing in radio promotion that has ever hit America.

Who's behind him? . . . The sponsors, the stars, the agencies, the stations, and the network that put on the country's top radio shows.

Who's going to benefit from his work? . . . Those same sponsors, stars, agencies, stations, and network — plus America's listeners up and down the land.

Star-Face, symbol of NBC's Parade of Stars, is going to do a promotion job that will set the country talking—and listening more avidly than ever. Here's the set-up:

The stars of 42 NBC programs have cut records packed with the same action, appeal, and excitement they put into their "live" shows. In all, 4609 recordings of shows have been made.

These recordings have gone to all NBC affiliated stations in 132 dynamite-loaded portfolios, ready for those stations to build them into five, fifteen, or thirty minute complete shows. And in those same portfolios is the ammunition to promote NBC's Parade of Stars in every conceivable way, in every town, to every radio home in the country!

From proofs of ads to press releases, from window posters to car cards, from prints of stars to spot announcements—the whole shooting match of spectacular and sure-fire promotion is packed into these portfolios.

We think your own publicity instinct will help you evaluate this promotion . . . without our mentioning such figures as 1320 spot announcements . . . 10,560 mats and proofs of ads . . . 11,088 mats and proofs of stars' photos . . . 500,000 gummed letter-stickers . . . etc., etc.



—THE NATIONAL BROADCASTING COMPANY

boys were organized to help farmers.

Alma, Ga., was another small town which sparked to the idea of doing something to help itself. The townspeople went to work on Victory Gardens, on scrap collection, and on a school nursing corps; they sponsored a shop for vocational training, and a shop for the repair of farm equipment and maintenance of a parts bank.

When the transportation situation tightened up, Savannah Beach (Tybee Island), Ga., lost the business it normally enjoyed from winter tourists. Inspired by the community plan, the Tybee Island C. of C. organized a campaign to rent homes to war workers from Savannah. Through the local office of the ODT, bus service was obtained so that the shipbuilding plants would be accessible to persons living in Savannah Beach. Later an express bus service was provided for the benefit of those working at one specific shipbuilding yard, which greatly reduced commuting time.

Says the C. of C. report: "All this work has brought about a new condition at the island resort. Now practically every available home is occupied. More than 1,000 war workers and their families are living in excellent surroundings, thereby having eliminated the necessity for building

additional defense housing in Savannah for which there might be little peacetime demand."

Goldsboro, N. C., set up a registration service for retail store help, and classes in distributive education were arranged for candidates. Norfolk, Neb., conducted a survey among business men to build a list of those willing to help out in the wheat harvest. The C. of C. there organized a training program for town boys to equip them with the necessary technical knowledge to do farm work.

Norfolk sparked another idea, too. The townsfolk wanted to enlarge their trading area. So a "Rural Acquaintance Plan" was framed—a plan under which groups of Norfolk business men, accompanied by local entertainers, traveled to various farm communities and held informal "acquaintance" meetings in country school houses. (SM readers will readily recognize this plan as a junior version of the "Trade Trip" long sponsored by larger cities such as St. Louis and Ft. Worth.) Norfolk merchants report that after each meeting, farmers visit their stores, comment enthusiastically on the meetings, and invariably inquire when another program will be scheduled.

Revive Pioneer Spirit

Thus are Norfolk business men building good-will among their rural prospects and bidding for favor as a trading center when their shelves are again filled with peacetime goods and farmers' supplies are in need of replenishment.

Barnesville, Ga., had an inadequately equipped, inactive home canning plant. Why not reopen it? The county agent's interest was enlisted. He pushed the idea. The result was an appropriation of equal amounts of money by the town and county sufficient to re-equip the plant. Arrangements were made whereby the people from town and country could prepare their produce and bring it to the plant to be canned. The factory supplied the tins and did the canning for about 4 1/2 c per can.

Labor shortage hit the cotton fields last year. So Barnesville organized a "Cotton-Picking Holiday." On September 23, business houses and schools closed. Everybody went to the fields. Careful planning provided transportation. The county agent polled every farmer to tabulate the number of pickers needed. The request was for 2,000, but more than 2,700 reported. That day Barnesville, working as a team, picked 469 bales of cotton!

But Barnesville wasn't through. The county cotton production in 1942

was 3,500 bales; against that, 469 bales was only a good beginning. To complete the task, a series of flying squadrons consisting of school children, factory workers, business men and town and county officials and employees, was organized to pick cotton after school hours, or for at least two hours two days a week.

Through this community cooperative effort the entire crop of the county was harvested within less than 15 days. Without such a community drive, the job would not have been completed until December, and thousands of dollars' worth of cotton would have been destroyed on the land.

"Until we struck off our own local balance sheet, we never knew how many assets we had—or what could be done if a little initiative and resourcefulness were applied to overcome handicaps." This reaction, expressed time and time again by local business men, was perhaps the most important single outgrowth of the Small Town Manual. Progress makes news, and many a big business man has commented upon the spread of the "let's help ourselves" philosophy engendered by the Commerce project. Industrial leaders, seeing its implications, and approving the potential results in terms of sounder local economy in the event that thousands of small towns are encouraged to become planning-minded, have been urging wider adoption of the pattern.

"I see in such a movement," one company executive told SALES MANAGEMENT, "a revival of the old-fashioned pioneer spirit . . . the spirit of the town meeting in which Joe Doakes and his fellow citizens sit down together to decide what *they* can do to build a sounder community life. It's a healthy trend against further growth of the belief that somehow the Government will do things for us."

Completely revised by Raymond Reeves, Regional Consultant in San

106,828

**1940 Population of
GREATER
JOHNSTOWN
PENNSYLVANIA**

Virtually Complete Coverage of the Entire Trading Area — 345,869 — is Afforded Only by the

**TRIBUNE
AND
DEMOCRAT**

Publications Sponsored by the Bureau of Foreign and Domestic Commerce

Domestic Commerce Monthly
(\$1 a year)
Foreign Commerce Weekly
(\$4.50 a year)
Survey of Current Business
(Monthly)
(\$1.75 a year)

Send orders to Superintendent of Documents, Government Printing Office, Washington, D. C.

PAT-A-CAKE, PAT-A-CAKE, BAKER'S MAN

Advertising cost comparison per 1,000 reader families. Chicago evening newspapers

Newspaper	Relative Advertising Cost
THE TIMES	1 (Baseline)
A	1.11 (11% more)
B	1.45 (45% more)

SELL YOUR BREAD THE BEST YOU CAN

A thousand CHICAGO TIMES families eat as much bread, and possibly more, than a thousand families reached by evening paper A or B. Yet compared to the cost of advertising in The TIMES, it costs 11% more in paper A, 45% more in paper B, to tell each 1,000 reader family to buy your bread.

Recent surveys show The TIMES is read by more of the people in the Chicago wage earning group — the

people who, on the average, have larger families with more ration points to spend, more lunch boxes to fill, and who do the kind of work that makes for keener appetites.

To sell your bread "the best you can" . . . AND ALMOST EVERYTHING ELSE that people need and buy in the booming Chicago market . . . use The TIMES. You can reach its 400,000 reader families at the lowest cost per thousand of any Chicago evening paper.



THE TIMES
CHICAGO'S PICTURE NEWSPAPER

THE NEWSPAPER CHICAGO TRUSTS

Francisco, in collaboration with the Committee for Economic Development and the U. S. Chamber of Commerce, a new manual will be issued shortly, under the title, "Community Action for Post-War Jobs and Profits." You may write now for your copy. Address the Bureau of Foreign and Domestic Commerce, Washington, D. C.

Another program stressing action at the community level was that calling for joint sponsorship by Commerce and the U. S. Office of Education of a series of Wartime Business Clinics. Designed to relieve immediate and critical situations arising out of the impact of war upon business—espe-

cially upon small business—the subject matter covered in the clinics varied from city to city. Some dealt with getting primary and sub-contracts on war goods for small business . . . others sought answers to manpower shortages . . . still others were designed to help retailers and their salespeople understand rationing and make it work."*

Attendance at these conferences was put at several hundred thousand. Changing with changing times, a new series of meetings, similarly sponsored, will soon be touched off for group consideration of problems in post-war preparation.

Well known to few but professional research men is Regional Economy's service in acting as a clearing house for research projects. Through publication of a report** classifying and describing business research projects under way or recently completed in collegiate schools of business, universities and other institutions, Commerce heads off unnecessary duplication and stimulates the expansion of worthwhile research.

A companion study assembles a list of suggested research topics contributed by educators, business men, association officials, Commerce staff members and others. If and when a university wishes to initiate a research project for the purpose of training advanced economics students, they need not back-track on a job already done elsewhere; nor do they need to make a strictly academic approach to the selection of subject matter. They can study a list of projects suggested by practical business men, any one of which, if carried out, would represent a contribution to industry—valuable because it is directed to meeting a specific need.

Study Marketing Laws

Also under Regional Economy, there operates an office whose function it is to study state legislation affecting small business, state legislation as it is related to post-war planning, and state legislation as it affects sales promotion and advertising.

This office is an outgrowth of what was formerly the Marketing Laws Survey, founded in 1938, and supported by an appropriation under WPA. At that time business was being choked by trade-barrier "Balkanization," and nowhere was there a reference medium which would quickly tell a man who wanted to do business in inter-state commerce, what variations of law he would encounter in the 48 states, how those laws were interpreted, or how they were administered.

The Marketing Laws Survey undertook this research assignment, and

*See "The Coast Forges a Plan to Help Small Business Weather the War," SALES MANAGEMENT, August, 1942. . . . "The San Jose 'Defense Pool'; What It Is and How It Works," SALES MANAGEMENT, September 15, 1942; "How Wartime Clinics Are Aiding Business on the West Coast," SALES MANAGEMENT, July 1, 1943.

**"Survey of Business Research Projects at Universities," Bureau of Foreign and Domestic Commerce, 1942 (third edition). Interesting sidelight showing the growth of "research-mindedness": The 1940 edition listed 515 projects from 56 institutions. The 1942 list covers 1,024 projects from 121 institutions.



A Great Market

Easily Dominated with One Newspaper



96% Coverage of the Omaha Metropolitan Market

45% Coverage of the 426,683 Families in all 93 Nebraska Counties—and 10 in Iowa

BIG Greater in extent than the distance from Omaha to Chicago! You'd drive over 15 hours, at 35 miles an hour, to cross it! It includes all of Nebraska's 93 counties, plus 10 in Iowa. One of these counties, alone, is larger than the state of Connecticut! This area includes Omaha, greatest metropolitan market between Chicago and Denver—hundreds of other flourishing cities, towns and villages—thousands of rich farms!

RICH One of America's richest, per home and per farm. Richer, today, than ever before! Farm income for 1942 was 60% above that of the previous year! Omaha bank clearings are among the highest in the nation!

EASY TO REACH Only **ONE** newspaper—**ONE** low cost—does the job!

Write us or our representatives for new market data!

Omaha

WORLD-HERALD

One of the Nation's Great Newspapers
Owners and Operators of Radio Station KOWH
O'MARA & ORMSBEE, Nat'l Rep.: New York—Chicago—Los Angeles—San Francisco

later (before it was transferred to Commerce) published a series of volumes on "State Taxation Legislation and Methods."*

When war broke out, the elimination of the worst of the inter-state trade barriers became exigent to the war effort, and immediate action on many fronts was taken through the Council of State Governments. Substantial results were achieved almost immediately. Within a few weeks, for example, more than 480 trade barriers in motor transportation alone were out of the way.

The Small Business Unit

Big business usually has the money and talent to help itself. Not so with small business. Failures are high in these industrial brackets. The greatest economic waste is centered there.

Created in December, 1941, the "Small Business Unit," under the Regional Economy Division, is a coordinating agency which draws upon other divisions in Commerce for tools which can be of service to companies of limited size. The business census of 1939 showed that there existed at that time, about 2,758,272 small business units.**

The breakdown:

Manufacturing	168,814
Wholesaling	71,681
Retailing	1,614,310
Service Establishments	637,585
Hotels	25,224
Construction	200,307
Places of Amusement.....	40,351

Even before the machinery of a wartime economy was in high gear, it was evident that many thousands of these small fry had only slim chances for survival. Not only did they lack management talent (of all who manage small business, 80% have had less than a high school education), but relatively few of them owned reserves which would tide them over any extended slow-down. Yet these businesses represent an important proportion of the national economy, and their survival is vital both for maintenance of a minimum civilian economy during the remainder of the war,

and the restoration of normal business operations and a high rate of employment after V-Day. Small business, in fact, represents 93% of all business concerns, employs 45% of the workers, and does one-third of the total business of the country.

There are half a dozen avenues through which the Small Business Unit is attempting to help: Through personal advice and counsel by staff members; through application of specific helps provided for retailers: through general information; through community aids (such as stimulating further use of the Small Town Manual); through application of specific

helps for wholesalers, manufacturers, and converters.

Before the year has ebbed, Commerce may have an Assistant Secretary for Small Business. Such a staff berth is provided in Senate Bill 883, introduced this year by Senator Wiley of Wisconsin. Another bill, S-356, calls for an appropriation for extension of Commerce services in behalf of small business. Action on both is probable for the Fall session.

(In the September 15 issue of SALES MANAGEMENT we shall discuss the work of the Division of Commercial and Economic Information.)

WORCESTER, Massachusetts Second in Cigarettes



... of 17 states
for which cigarette
consumption figures
are available
through the
Federation of
Tax Examiners.

MASSACHUSETTS, smoking 97.7 packs per capita per year, ranks **SECOND** on the list. The **WORCESTER MARKET** — heart of war-busy Massachusetts — deserves the special attention of cigarette advertisers, and others. Here is a market, rich, active, and exceptionally responsive to newspaper advertising.

The Worcester Market, city and suburban, is blanketed by The Telegram-Gazette. Population: CITY ZONE 235,125. City and Retail Trading Zones 440,770. A **MUST** Market in New England!

The TELEGRAM-GAZETTE
WORCESTER MASSACHUSETTS
GEORGE F. BOOTH, Publisher
PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES
OWNERS of RADIO STATION WTAG

*Their subject matter: Vol. I: State Anti-Trust Laws; Vol. II: State Price Control Legislation; Vol. III: State Milk and Dairy Legislation; Vol. IV: State Liquor Legislation; Vol. V: Interstate Trade Barriers—Outlines of Studies; Vol. VI: State Occupational Legislation.

**Definition of a "small business": Manufacturing plants with 100 employees or less; wholesale establishments with less than \$200,000 annual net sales volume; retail stores, service establishments, hotels, places of amusement, and construction establishments with net annual sales or receipts of less than \$50,000.

Single inquiry sends 200,000 'smokes' abroad

One evening, on his 9:15 KSO newscast, Stanley Dixon explained the importance of "Smokes for Soldiers." A Des Moines business man* immediately phoned-in—and signed up for 200,000 cigarettes.

Unusual? Yes, but such things happen often enough, not to be miracles either for Dixon or KSO.



Years in Europe, Africa and Asia have made Stanley Dixon familiar with foreign news locale. Yet his Mutual broadcasts originating at KSO, have a "grassroot" slant, in sound contrast to newscasts from either coast or Washington—a slant keyed to the average man and woman.

Dixon is available for local sponsorship in many Mutual Markets—or full network sponsorship. Current time: daily at 11:00 a.m. EWT.—Sunday at 1:00 p.m. EWT. For details, write or wire KSO.

*A. C. Holman, President
Hiland Potato Chip Co.

KSO BASIC BLUE
AND MUTUAL
5000 WATTS
KRNT BASIC
COLUMBIA
5000 WATTS
The Cowles Stations in
DES MOINES

Affiliated with Des Moines Register & Tribune
Represented by The Katz Agency



Answering the all-industry call to "Bring Back Returnable Deposit Bottles Promptly," this housewife resurrects her empties from all the kitchen and cellar corners, and gives America more bottles for milk, beer, and soft drinks.

Competitors Unite in Drive to Put Slacker Bottles Back to Work

Millions of idle beer, soft drink and milk bottles have come back into circulation again, and are helping to alleviate a serious shortage problem, as the result of a "returnable bottle round-up."

PRODUCERS of soft drinks, beer, and dairy products have united in a strenuous drive to put 500,000,000 "slacker" deposit bottles back into circulation — another example of competitors joining hands in a worthy wartime cause.

A campaign with this objective was launched last April on the Pacific Coast by the Owens-Illinois Glass Co. It was so successful that the same procedure was adopted in Michigan, then in Ohio, and later on, in the New England states. At present, drives are being conducted in New York, Minnesota, Wisconsin, New Jersey, Pennsylvania, Illinois, Missouri, Texas, Tennessee and Florida.

This campaign to get bottles out of kitchens and cellars and into the stores is not caused by a shortage of the materials for making glass. Rather, the difficulty is that thousands of glass containers are needed to send supplies—not only food and beverages, but medical supplies and such unusual items as blood plasma—to the fighting forces overseas. On the do-

mestic front, glass is being used to replace tin—as containers for fruit juices and coffee, for example. Victory gardeners are using glass in processing their season's harvest. As a result, a WPB order has officially restricted the supply of glass containers to beverage houses to 60% of last year's quota. Even before the restriction became effective, some breweries were operating only on a five-day basis, because of the scarcity of bottles.

The campaign, now almost nationwide, is being handled carefully, to avoid frightening the public into the belief that the materials which go into the bottles are scarce. It is explained to Mr. and Mrs. General Public, through local advertising and publicity, that their thirst can be slaked only if they dig up the bottles they have hidden away on pantry shelves, in garages, and in cellars. When practically everyone in a family has a job, beverages usually are bought by the case. The combination of being busy and of not particularly needing the deposit money keeps people from

SALES MANAGEMENT



MAN POWER AND TALENT

There are 1,600,000 business management workers in the New York area, from office clerks to company presidents.

There are more business management workers in the New York area than the entire working populations of Philadelphia, Detroit and Pittsburgh combined.

In this number there is a great reservoir of special talent—designers, engineers, sales executives, attorneys, comptrollers, personnel executives, experts in advertising, public relations, foreign trade, marketing, finance, insurance.

New York's high schools graduate over 50,000 pupils every year. Its colleges graduate 16,000 annually. In peace time, New York's colleges have a larger enrollment than all the colleges in Boston, Philadelphia, Chicago and Los Angeles combined.



BANKING AND SECURITIES

47% of the country's bank clearings are made by New York City banks.

New York's 142 banks and trust companies have resources in excess of \$30,000,000,000—28% of the national total.

The market value of securities transacted on the New York Stock Exchange during 1942 totaled \$4,796,000,000—87% of the market value of all securities transacted through U. S. exchanges.



MANUFACTURING

Although more New Yorkers work in business management than in manufacturing, New York is also the leading city in the country in value of manufactured products. Following are some manufacturing lines in which New York leads all other cities of the country:

Women's Clothing • Men's Clothing • Children's Clothing • Furs and Fur Coats • Millinery • Perfumes, Cosmetics, etc. • Printing and Publishing



RESEARCH RESOURCES

New York has scores of libraries, collections and laboratories for research.

These range from the New York Public Library system of more than 4,000,000 books to Columbia University's famous Law Library and many special libraries such as the Frick Art Reference Library, the Morgan Library of rare books and manuscripts, the Metropolitan Museum of Art, the historic libraries of the New York Society (Americana), the New York Historical Society and the Huntington Free Library (the American Indian).

Add to these the medical libraries of the New York Academy of Medicine and the College of Pharmacy, the facilities of the Museum of Natural History and the Bronx Botanical Gardens, the religious libraries of the Union Theological and the Jewish Theological Seminaries—not omitting the laboratories of the Rockefeller Foundation and countless others.



BUSINESS CENTER

New York City also leads the country in such important non-manufacturing lines of business as:

Wholesale Trade • Retail Trade • Import Trade • Export Trade • Advertising • Insurance



OFFICE SPACE

New York is surprisingly free of outmoded office structures. More than half of the rented office space in Manhattan is less than twenty years old.

Office buildings whose names are world-known offer a wide variety of prestige addresses. Many are business management addresses of leading U. S. corporations.



DISTRIBUTION & MARKETING

Through the Port of New York each year moves the large total of over 120,000,000 tons of commerce, valued at \$10,000,000,000.

The Port of New York—crossroads of world shipping lanes—sends more ships of all varieties to more world ports than any other harbor in the world. Impressive evidence of the growth of the port's facilities is waterfront warehouse space, which has expanded more than 5,000,000 sq. ft. since 1917, a 20% increase.

The railroads serving New York have equipped themselves with elaborate terminals and equipment. Freight cars that enter or leave the Port of New York during a normal year would fill eight tracks from New York to San Francisco.

Not only is New York linked by motor transport with every state in the country, but it has direct trucking service to thirty of them. Over an unsurpassed network of highways, bridges and tunnels, five thousand long-distance trucks enter and leave New York daily.



ENTERTAINMENT

New York is the theatre capital of the country. In a year, 8,500,000 tickets are sold for performances in legitimate theatres.

New York is the sports center of the nation. Major league baseball alone attracts an annual attendance of 3,000,000 in New York—31% of the U. S. total.

New York is the home city of the country's greatest opera association—the Metropolitan, of the Philharmonic Symphony Society, and the headquarters of the national radio networks.

In addition, New York has a constant stream of exhibits, lectures, forums—with more sprightly entertainment in hundreds of night clubs, hotels and restaurants.



TRANSPORTATION

The Port of New York is the greatest terminal in the world for super-liners, as well as other foreign and coastwise passenger ships. In peace time, there are approximately 200 companies operating ships into and out of this great port.

Passenger traffic on the ten trunk line railroads serving New York totaled 221,000,000 in 1942, a new all-time record. At one New York terminal, a passenger can board a train directly to more points in the United States than at any other station in the country.

The heaviest air passenger traffic in the world is handled at La Guardia Field. Recent addition to New York's air transport facilities is the \$5,000,000 Airlines Terminal located in mid-town Manhattan. Jointly utilized by the major air lines, the terminal is completely equipped for the efficient handling of air passengers and their baggage.



FUTURE

When peace comes, and with it, the larger prospect of world-wide association and trade for the United States, New York's present importance as an operations center will serve as a springboard for greater progress.

The administration of the City of New York is alive to this promise of the future. Even now, preparations are being made for the world after the war. According to Mayor La Guardia, New York's post-war expansion program involves expenditures of over six hundred million dollars. Looming large in the active plans—and typical of their scope—is Idlewild Airport, on which construction has begun, and which will dwarf all present air facilities anywhere.

In peace as in war, New York will continue to serve America.

MANAGEMENT ★

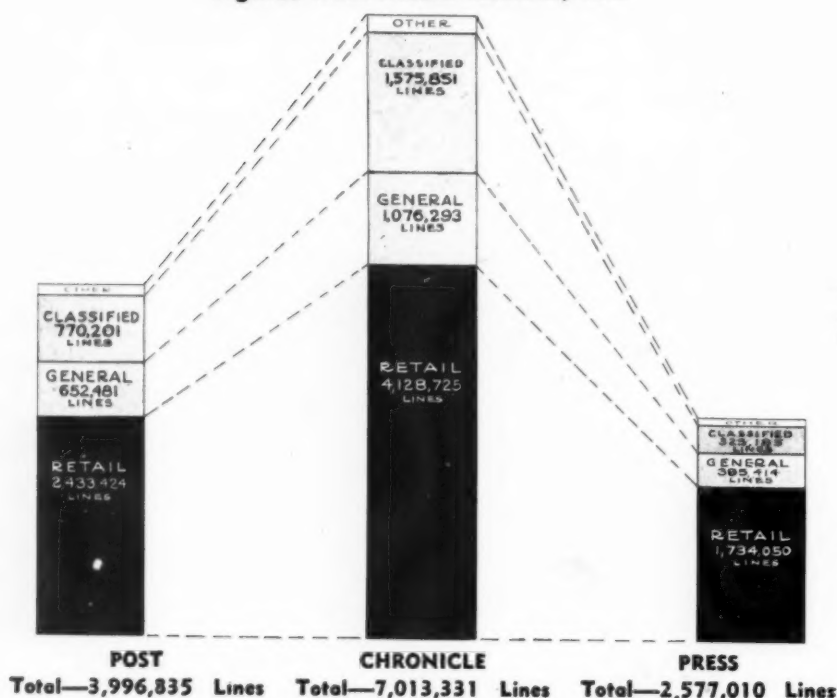
NEW YORK
Herald Tribune

SEPTEMBER 1, 1943

[65]

How Advertisers Used Houston Newspapers During the First Six Months of 1943!

Figures from Media Records, Inc.



CHRONICLE'S LEAD

	OVER POST	OVER PRESS
RETAIL	1,695,301 Lines or 69.7%	2,394,675 Lines or 138.1%
GENERAL	423,812 Lines or 64.9%	680,879 Lines or 172.2%
CLASSIFIED	805,650 Lines or 104.6%	1,250,666 Lines or 384.6%
OTHER	91,733 Lines or 65.2%	110,101 Lines or 90.0%
TOTAL	3,016,496 Lines or 75.5%	4,436,321 Lines or 172.1%

*OTHER consists of Automotive, Financial and Legal advertising. Press has no Sunday edition.

THE HOUSTON CHRONICLE

R. W. McCARTHY
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

First

IN CIRCULATION AND ADVERTISING FOR THE 31st CONSECUTIVE YEAR

AVAILABLE AS

RESEARCH ASSISTANT TO THE EXECUTIVE

In charge of Product Development, Marketing and Post-War Planning

Young man (30), deferred, Anglo-Saxon. Entire business background in consumer goods. Present connection satisfactory; however, organizational structure limits responsibility.

Box 1042, Sales Management, 386 Fourth Ave., New York, 16, N. Y.

exerting themselves to return the bottles. This, together with the fact that it is a good old American custom to put liquids in old bottles—turpentine, liquid wax, paint, goldfish, etc.—puts a strain on the available beverage bottle supply. In metropolitan New York alone, it is estimated that 45,000,000 bottles were idle when the current campaign was begun.

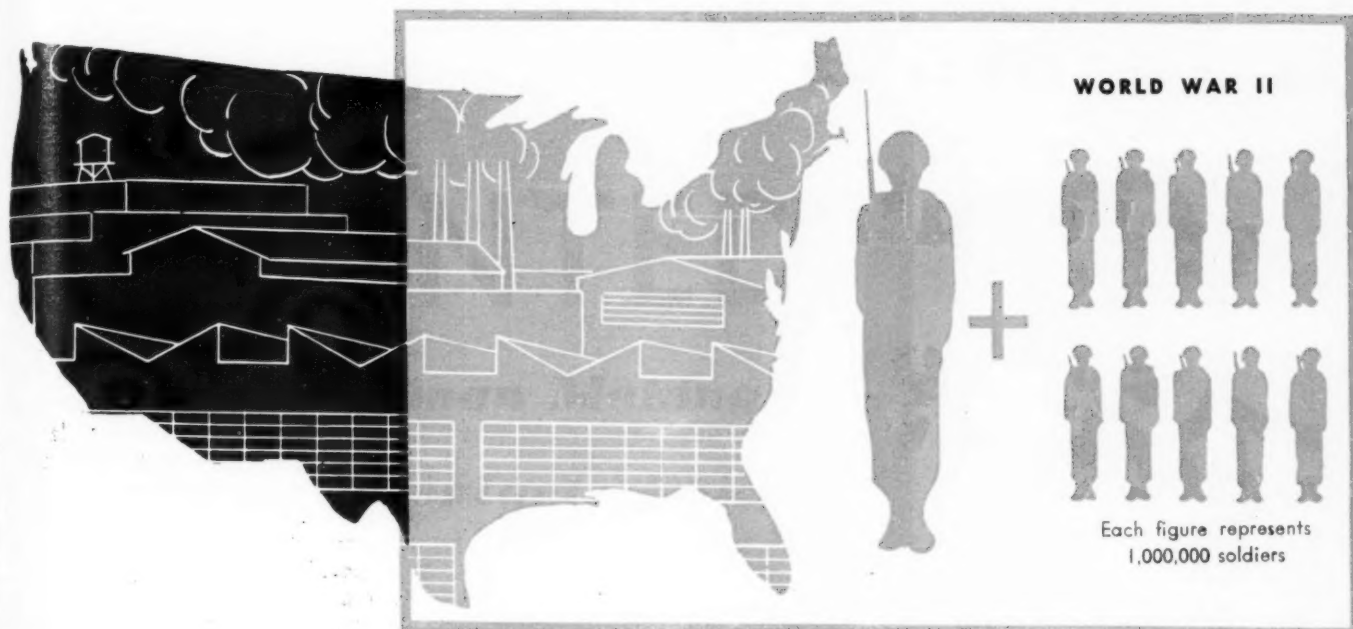
The drive has had support from many quarters. At least four governors have issued proclamations requesting public cooperation in the bottle conservation program. Since the profit on beer and soft drinks is sizeable, retailers have been active, through their associations, in furthering the movement. In some communities, salespeople in retail establishments are wearing in their lapels cardboard squares bearing the slogan, "Bring Back Returnable Deposit Bottles Promptly."

In New York, a fund of \$50,000 was raised to finance the local campaign; one-half of the amount was contributed by brewers, and the rest by soft drink and dairy companies. The work is conducted under the auspices of the Eastern States Bottle Collection Committee. Young & Rubicam is handling the advertising, which is being placed in more than 30 newspapers and in business journals. The message also is being carried to the public through car cards and through posters in grocery stores. And, in addition, appeals are being made on radio programs. The Milk Dealers Association of metropolitan New York, the metropolitan Soft Drink Board of Trade, and the brewers of the metropolitan area all backed the program. Patsy D'Agostino, chairman of the New York State Food Merchants Association, reminded grocers that beer is one of their most profitable items, and asked them to do everything possible to educate the public to return its bottles.

Owens-Illinois Glass Co. is also participating through contributing the services of the Steve Hannagan organization, with Joseph Rogers in charge



HELP INDUSTRY TO SERVE OUR ARMED FORCES



In this war, a full half of our national output is being taken to fight the war

speed. Major General W. D. Styer, Chief of Staff of Army Service Forces, is quoted as stating, after a conference with General Eisenhower, that the Allied Chief had all the materiel needed for the Sicilian invasion a month before it was launched.

Industry could do the job, could beat the timetable, because it has the enterprise, the ingenuity, the know-how . . . the fast-driving brain power of executives, engineers, chemists, purchasing agents, designers, the men and women at the machines and on the assembly lines.

. . . And because it has, in business paper editorial text and advertising, its own far-flung network of communications to keep ideas flowing to every factory, laboratory, office, desk and machine on the production front.

Right now the enemy is reeling under the fury of Allied attack—but Sicily, the Solomons and Kharkov are only the early rounds of the fight. These rapid changes in the military picture demand just as rapid shifts in the production program, affecting plants in every section of the country.

Quotas are being cut back on certain types of weapons, expanded on others. Along with these changes-over, restrictions are being eased on necessary civilian goods. This, as Mr. Byrnes warns, must be accomplished "without hurt to the war effort."

The problems of conversion are re-appearing as new and tougher challenges. Any time lag in overcoming them is out of question at this stage of the war. Industry will see to that. From here on the accent is on *more* speed in the production of industrial fighting ideas.

TO SPEED THE WAR EFFORT

MACHINERY
the MONTHLY OF THE
MECHANICAL
INDUSTRIES

POWER POWER
ABC-ABP
330 WEST 42nd ST., NEW YORK

**Railway
Mechanical Engineer**
FOUNDED IN 1855
A Simmons-Boardman Publication
New York, N. Y.

**MARINE CATALOG
and
BUYERS' DIRECTORY**
A Simmons-Boardman Publication
30 Church Street, New York, N. Y.

PURCHASING
National Magazine for Purchasing Agents
205 East 42nd Street, New York, N. Y.

**HOTEL
MANAGEMENT**
Including FOOD and BEVERAGE PROFITS

a formula for results

S-S-S

sight, sound, sequence

These are the elements of Sound Motion Pictures, that today are accomplishing miracles, in preparing military forces for victorious combat, in training inexperienced civilians for victorious war production and home defense—the fastest, most thorough training the world has ever known.

Tomorrow, look for these 3 S's to accomplish further miracles—miracles in broadening the scope of education, in speeding up training for the exciting, competitive transition to post-war problems.

Victor Cameras and Projectors are serving on the Home and Fighting Fronts the world over. Its factories are also producing important radar, airplane and technical parts to speed Victory. Its laboratories are testing new developments to reach new highs in perfection. Look to Victor—the active force in

16mm Sound Motion Picture Equipment

VICTOR
Animatograph Corporation
Home Office and Factory: Davenport, Iowa

242 W. 55th St., New York City
188 W. Randolph, Chicago

Distributors Throughout the World



of publicizing the program. As a result, suggested copy and news photographs have been widely distributed to the newspapers and magazines, which have responded wholeheartedly—even the syndicated news services have sent out news stories. In furnishing material to newspapers, care has been taken to stress local angles. Instead of releasing pictures made at one central point, local photographers have been employed in many communities, to take pictures of AWVS members, grocers, housewives and local celebrities. Photographs of Negro children returning "empties" in Harlem were made for distribution to newspapers for Negroes. For Italian newspapers published in this country, photographs were taken of residents of Italian neighborhoods in large cities. This is typical of the methods used to make individuals everywhere believe that the request to return bottles is addressed to them personally.

A possible obstacle to progress of the campaign was foreseen in the shortage of gasoline and labor. This may slow up collection of the bottles from retailers. Since most retailers have only limited storage space for empty bottles, it is necessary to assure them that collections will be made promptly. In New York, a Transportation Committee has assumed the responsibility of such collections.

The war has taught us many lessons. Certainly, one of the most useful is that, through cooperation and pooling of effort, big tasks can be accomplished. Even competitors, with opposing interests, are finding themselves united in common objectives, such as that of putting the Nation's 500,000,000 slacker bottles back to work.

SALES MANAGEMENT

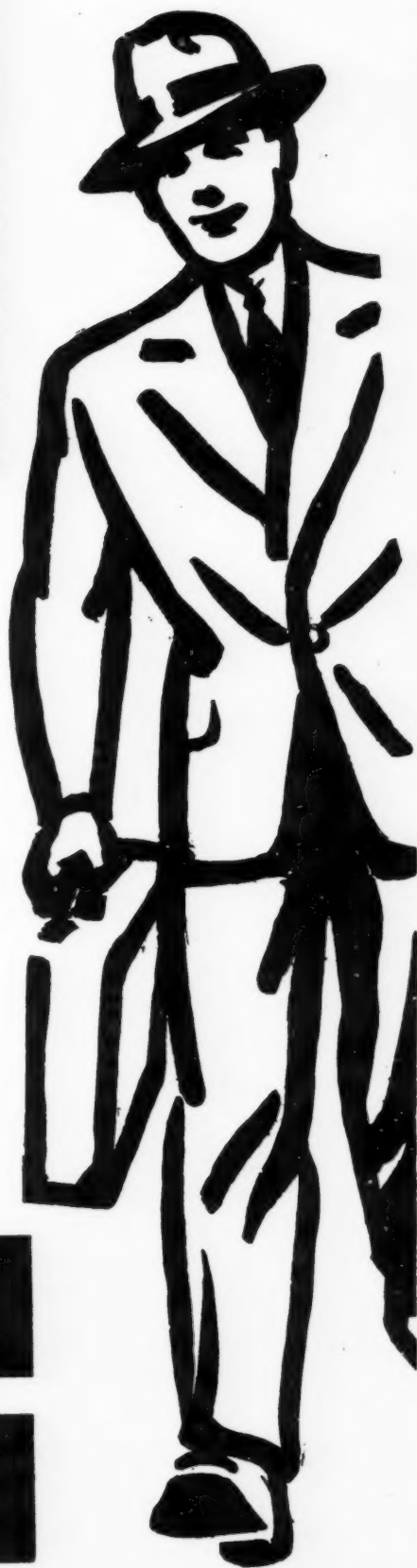
MORE LINES WANTED

*By Salesman Making
100,000 Contacts Daily!*

WANTED: more lines, more brands to sell—more ideas to convey—by an old established salesman now contacting New Haven's 100,000 best prospects daily. Every field adequately covered—consumer, retailer, wholesaler, manufacturer, financial, utility. Firms with depleted traveling staffs, desiring to maintain local contacts, can employ this on-the-spot salesman most economically. Those seeking contact with New Haven's rich war worker market get premium coverage, direct to the war plants, all shifts, round the clock service with no charge for overtime. Personal entree to all essential, medium and better homes. For rates, write direct to "The New Haven Salesman — The Journal-Courier," contacting 100,000 preferred readers daily. Or inquire any office of The Julius Mathews Special Agency.

THE NEW HAVEN, CONN.

JOURNAL-COURIER



**OUR MEN NEED
★ BOOKS ★**



**SEND
ALL YOU CAN SPARE**

Help a man in uniform enjoy his leisure hours. Give your good books to the 1943 VICTORY BOOK CAMPAIGN. Leave them at the nearest collection center or public library.



160,000 Americans die of cancer annually. Authorities say many of these deaths could be avoided.

Help us spread the knowledge that cancer can, in many cases, be cured. Enlist today in your local unit of the Women's Field Army.

In the Metropolitan Area, address the New York City Cancer Committee, 130 East 66th Street.

**AMERICAN SOCIETY FOR
THE CONTROL OF CANCER**

350 Madison Avenue, New York, N. Y.

Remington Rand Runs Typewriter Clinics for Government Employees

Typewriters have been "taking a beating" in Washington, D. C. So Remington-Rand's sales force performs a substantial wartime service by training office workers in the rudiments of typewriter care. Meanwhile, the company is building a post-war prospect list.

Based on an interview by Clifford Guest with

SAMUEL L. HOOPER

*Branch Manager, Typewriter Division
Remington Rand, Inc.
Washington, D. C.*

WHEN the Government "freeze" put Remington Rand, Inc., out of the business of manufacturing typewriters for the duration, the company evolved a plan to turn product conversion into a double-barreled contribution to the war effort, and at the same time to keep the Remington typewriter name before the public.

That plan is a stroke of advertising genius. It has opened to Remington the doors of a large number of purchasers who will be in the market for typewriters in the post-war period. It has created a tremendous backlog of good-will. And it has eased Remington representatives into inner sanctums of big typewriter users on a friendly basis seldom achieved by conventional sales methods.

It began with an idea—one of those thought processes, vague at first, but suddenly full-blown—in the mind of Samuel L. Hooper, Washington, D. C., branch manager of the typewriter division. He was surveying his excellent sales staff and wondered how he could keep them together to go after business when typewriters should begin to come out of the factory again.

Free Typewriter Clinics

Facing the imponderable of how long that would be, Mr. Hooper reflected that typewriters, pounding at wartime tempo, literally would be worn out before replacements could be forthcoming. With that thought, the Remington Rand Typewriter Conservation Program was born.

Mr. Hooper did not let the simplicity of his plan deceive him. He spent a month organizing the smallest details and polishing up the presentation—with members of his staff practicing on him and on each other. He offered his first free typewriter clinic to a government department in Washington, in April, 1943.

To date, typewriter clinics have been presented by Remington representatives to more than 61,000 employees in every major branch of the Government, and twice in the White House. Government people have given nearly 40,000 personnel hours to these representatives. Remington files bulge with letters of appreciation from key government officials, department heads, purchasing and maintenance departments—and requests for "repeat performances" have become matter-of-course.

Repair Costs Drop 50%

After this reception by Washington typewriter users, it was not long before the program's possibilities in private commercial accounts were realized; at present, one-half of the 50 Remington branch offices throughout the country are operating similar clinics.

The basic policy of the plan is that all commercialism should be stripped from the conservation program—that it should be just that: a conservation program. The clinics deal with the care of any and all makes of typewriters. The name, "Remington," is never mentioned. For demonstrations, any make of machine which happens to be available is used.

For effectiveness, groups are limited wherever possible to 50 people. The programs have been whipped into a concise pattern—15 minutes of instruction in the care of typewriters, 15 minutes of typing short-cut demonstrations. At the end, a patriotic note: unveiling of "the 1943 typewriter"—an 8-inch shell now being manufactured in lieu of typewriters.

Follow-ups from the first clinics brought satisfying reports from government departments that typewriter repair costs had dropped on an average of 35% following the conservation clinics. Learning as they went

SALES MANAGEMENT



P-38 Performance Is a Marvel of Engineering

The striking power of this "winged projectile" is like a thunderbolt. "Lightning," that's the name it has earned. The P-38 was designed and built around a cannon. It was given the necessary speed and maneuverability to be at the right place at the right time. When it contacts the enemy it hits with a concentration of power that makes WAR NEWS. News that is already becoming legendary to San Franciscans.

San Franciscans want news. Today there is nothing more important and The Call-Bulletin has been engineered to be at the right place at the right time with adequate facilities to bring them that NEWS—not tomorrow, *but today*, when news happens and *as* news happens.

The Call-Bulletin brings WAR NEWS to thousands of readers, efficiently and accurately. Two of the greatest news gathering agencies in America, the International

News Service and Associated Press, bring NEWS from every battle front. I.N.P. Sound Photos and A.P. Wire-Photos flash war pictures from every quarter of the globe with lightning speed.

That San Franciscans prefer a *news* newspaper is shown by the popularity and prestige they give The Call-Bulletin. Advertisers have shown a high regard for these same San Franciscans by the advertising responsibility they have placed on The Call-Bulletin.

The reason is simple. The Call-Bulletin has been engineered to perform a service. It does not scatter its effectiveness. It "strikes home" with P-38 efficiency in San Francisco, where the greatest Effective Buying Income is concentrated. With San Francisco's increase in population and industry not only tremendous but a permanent development—and The Call-Bulletin circulation greater than ever in the same concentrated area, it means sure "hits" for advertisers.

San Francisco
CALL-BULLETIN

The **NUGGET** Paper  in a **GOLDEN** Market

REPRESENTED NATIONALLY BY PAUL BLOCK and ASSOCIATES

SEPTEMBER 1, 1943

[73]

along, the Remington people worked out and added to their program a visual aid to demonstrate the proper method of changing typewriter ribbons. This rang the bell, and subsequent reports showed that machine repair costs were dropping 50%.

The short-cuts for typists give the programs a popular and especially appealing note. In this category, eight valuable accomplishments are demonstrated: (1) How to write a telegram, making necessary carbon copies, without taking a partially completed letter out of the typewriter. (2) How to feed multiple copies, heavy folders or

heavy envelopes through the machine. (3) Card writing. (4) Chain feeding of envelopes, etc. (5) Estimating letter length. (6) Underscoring with even line. (7) How to reinsert a letter for fill-in or correction. (8) Centering headings.

When the conservation program was extended to Remington branch offices, the company summarized for them the findings of its Washington experience in a house magazine article:

"One of the first weaknesses to come to light was the fact that *telling* alone was insufficient for proper re-

tention of the instructions. Retention improved when recommended procedures were actually demonstrated on a typewriter. Be guided by this experience. *Show* as well as *tell*. Next there was a realization that we should leave something with each member of the participating groups—something which would serve as a reminder. A folder, "10 Ways You Can Make Your Typewriter Last Longer," was printed to fill this need. This was made of a size to be punched and placed in the stenographer's notebook. It outlines briefly the proper care of a typewriter, with procedures illustrated and explained in captions." (This folder is illustrated with photographs of Remington machines.)

A GENTLEMAN . . . yet



TOUGH

In the realm of sports the college football player combines the virtues of a gentleman with the physical stamina to stand tough going.

Many of today's printing jobs demand a cover paper that provides just such a combination—refinement built on stamina. No other cover stock compares in these respects with—

KROYDON COVER

"Tough as a Hippo"

Here is a Cover Paper with a rich, glossy ripple finish in a wide range of handsome colors . . . a paper that even takes halftones successfully . . . a stock that is amazingly non-soiling and moisture resistant . . . folds readily with or across the grain, yet will come through the toughest handling as fresh and clean as an athlete from an after-the-game shower!

Ask your Printer or Paper Man for samples (KROYDON is nationally known) or write us direct at the mill.
HOLYOKE CARD & PAPER CO., Springfield, Mass.

Companion cover lines by "The Cover Paper Mill"

TWILTEX LEATHERCRAFT DURATEX WOODTONE

Self-Perpetuating Success

"Success will depend largely on three factors," the summary points out. "First, keep your activity on the same high plane which has characterized our Washington program. Do not commercialize in any way. Keep the entire presentation on neutral ground—it should not be an exposition of Remington Rand products. We want our program welcomed by every user of typewriters.

"The second factor is thorough training of the personnel who are to make the presentations. Do not attempt a presentation in a customer's office until the full scope of the program has been mastered. Further, practice the presentation before taking it to the public. We recommend that our service personnel be made the subject of a practice talk.

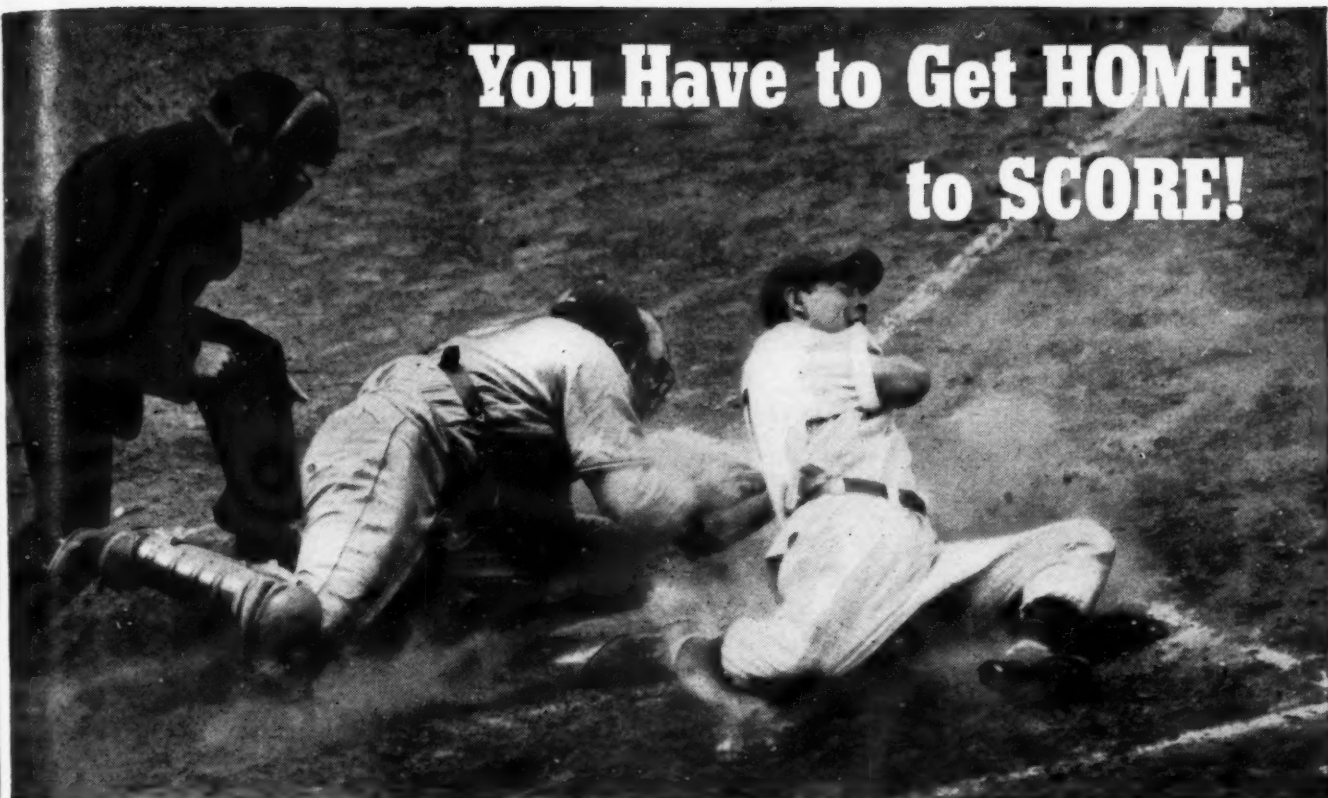
"Finally, be very certain that the presentation *shows* as well as *tells*. Keep in mind that we must justify our use of the working time of a customer's employees. Even a short presentation, when multiplied by a hundred employees (or even a dozen), becomes a sizeable item. Above all else, have something of real interest and merit to present."

The success of the presentation in Washington has become self-perpetuating. Although the conservation programs had been running for 14 months, sometimes at the rate of three or four a day, the Remington staff had calls to present them before 4,000 additional government employees in June, and another 2,000 in July.

"The sense of appreciation in government departments," comments Mr. Hooper, "is heartwarming. We have never experienced anything comparable to it."

After the clinics had been presented at a series of meetings of War Production Board employees, Donald M. Nelson, WPB director, sent the fol-

You Have to Get HOME to SCORE!



EVERY BASEBALL FAN knows that filling the bases only begins the job of winning a ball game. Bringing runners home is what counts ... and the team that can hit the apple so that runners score usually cuts in on the play-off money.

Newspaper advertising has much in common with baseball. Well-placed ads make home runs and the best way to get home most often is to advertise in newspapers that reach people when they are GOING HOME.

You are bound to score at home with the Chicago Herald-American. Every evening enough home-going folks choose the Herald-American to make it Chicago's favorite evening newspaper. They select the Herald-American because it not only has all the home front and war front news but has those "big

name" features alert, up-and-coming people want to read. It's the only Chicago newspaper with both International News and Associated Press news and picture service. No other Chicago paper gives readers three pages of news pictures and two pages of comics every day.

In wartime services, too, in foods and fashions, in Victory gardening and advice to service men, the Herald-American provides its readers with invaluable help.

With rationing making money of secondary importance, it's necessary to reach families which are point-rich. The best way to do it is by advertising in a home newspaper like the Chicago Herald-American.

Ask the Boone man for the complete story of the Chicago market and the influence the Herald-American has upon its wartime buying.

CHICAGO HERALD-AMERICAN • EVENING AND SUNDAY

Herald-American
means
Home Acceptance

NATIONALLY REPRESENTED BY THE RODNEY E. BOONE ORGANIZATION

SEPTEMBER 1, 1943

[75]

lowing letter to each one of them:

"You have just taken part in a most timely and useful program designed to help you keep your typewriters, an essential machine in our work, in good operating condition. I urge you to employ these principles of care and conservation as a personal contribution to our Victory effort."

Permission to reprint this letter was given to the Remington organization, and thousands of copies of it have been distributed, adding mightily to the company's good-will.

A large number of letters in Mr.

Hooper's files—all adding up to goodwill, and all planting the name of Remington in the places where potential customers are most numerous—include the following:

L. W. Moore, assistant secretary, U. S. Tariff Commission: "In view of my administrative interest in the topic, I stayed through the demonstration. . . . Your office and company are to be commended for developing this unusual service which, in my judgment, is a valuable contribution to the war effort."

E. E. Pratt, chief of the training

section, War Production Board: "To date, nearly 4,000 WPB employees have received instructions in proper typewriter care. . . . Special credit must be given to Miss R. A. Brenner of your staff, not only for her fine talk but for her capable assistance in the follow-up program. A conservation representative for every stenographic pool in the War Production Board has been trained by Miss Brenner in the principles of conservation. This organization soon will be extended to every branch in WPB. We wish to thank you again for your untiring efforts and highly commend the valuable and timely public service you are rendering."

George A. Baird, director, office service division, National Housing Agency: "We appreciate the splendid work that you have done in conducting these meetings, which were attended by more than 200 persons. Both you and Remington Rand, Inc., are to be commended on the excellence of this presentation."

Lt. Comdr. F. Jelke, III, Navy Department: "It is with considerable satisfaction that we wish to thank you for the instruction you gave the stenographers and typists of the Bureau of Aeronautics in the use and care of typewriters. Your instruction on short-cuts and care was brief and to the point. We feel that regardless of the length of service on the part of the employee, there was much that they could benefit by. Ninety per cent of the stenographic force attended the classes."

Salesmen Are Well Paid

Summarizing the accomplishments of the program, Mr. Hooper said, "Of late we have enjoyed the flattery of imitators."

But he had "got there fustest with the bestest," he maintained, for one large government department has sent instructions to all division heads advising that the Remington Rand Typewriter Conservation Program is the only such program officially recognized, and the only one to be permitted in any of their offices.

As to the cost of this program—there hasn't been any. With the freeze order, the Government bought all typewriters in stock, commandeered them, in fact. That last large order did not involve any salesmen's commissions. Mr. Hooper figured out what the commissions would have been under normal conditions, and deposited the amount in a salary fund for his clinic conductors. In that way, he will come through the lean years with the majority of his sales force well paid and intact.

SALES MANAGEMENT



People, with desire for your products and with money to buy them, make your market. The more concentrated the market, the more economical your selling, the more effective your advertising, the more convenient their buying.

★ In the United States, there are twelve states that are over three times as densely populated as the other thirty-six. On 28.8% of the country's land area, live 56.6% of the nation's population with average per capita incomes that are 25.9% higher than average incomes for the rest of the nation. ★ These twelve states contain 68.1% of the nation's taxable wealth, produce 72.5% of the total value of manufactured goods, do 65.3% of all retail trade, have 60% of the registered motor vehicles, and contain 57.5% of the nation's owner occupied homes. ★ That's concentration of Prospects and Popular Mechanics gives a concentration of circulation that matches it because 67.1% of its United States circulation is concentrated in those twelve states. ★ You can take advantage of this triple concentration of consumers, buying power and circulation and do so economically. Whether you use one page or twelve, the cost per page per thousand is less than a dollar thirty cents.

POPULAR MECHANICS

Magazine

200 East Ontario Street, Chicago • New York • Detroit • Columbus

EIGHTH OF A SERIES

DEDICATED TO THOSE WHOSE CONVICTION IS
INDIVIDUAL ENTERPRISE AND WHO ADVERTISE
NOW TO INSURE ITS CONTINUANCE

EDUCATION IN HEALTH, THROUGH advertising, has brought a more widespread knowledge of diets, food values, vitamins, and their daily application. In addition to being a public service, with war emergencies demanding greater individual understanding of health aids, such information will also promote profitable remembrance in the future.

Advertising—wisely planned, placed, and adequately continued—cheaply and efficiently enlarges the use of a product or provides the basis for an enlightened, intelligent public opinion.

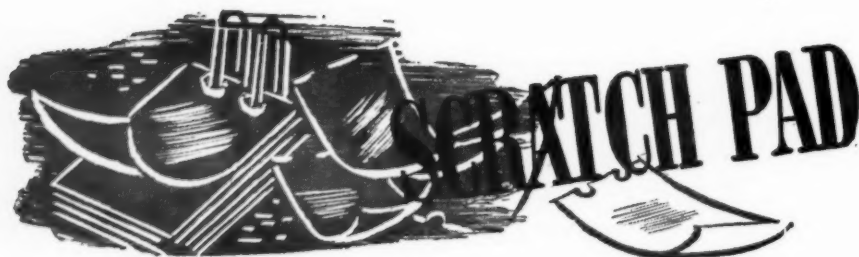
SCRIPPS-HOWARD NEWSPAPERS

NEW YORK . . . World-Telegram	COLUMBUS Citizen	DENVER Rocky Mt. News	EVANSVILLE Press
CLEVELAND Press	CINCINNATI Post	BIRMINGHAM Post	HOUSTON Press
PITTSBURGH Press	KENTUCKY Post	MEMPHIS . . . Commercial Appeal	FORT WORTH Press
SAN FRANCISCO News	Covington edition, Cincinnati Post	MEMPHIS Press-Scimitar	ALBUQUERQUE Tribune
INDIANAPOLIS Times	KNOXVILLE . . . News-Sentinel	WASHINGTON News	EL PASO Herald-Post

NATIONAL ADVERTISING DEPARTMENT • 230 PARK AVENUE • NEW YORK



CHICAGO SAN FRANCISCO DETROIT MEMPHIS PHILADELPHIA



The August 15th issue of this department seemed incomplete without some mention of the ragweed-season, which begins annually on that date. But your conductor was too full of travelog.

Stopper by the Erie: "How to make a bed for a railroad."

"Stop that drip," says a little ad for J. W. Mortell Co. Got any particular drip in mind?

A fellow scribe, with whom I can sympathize, signs-off a letter: "It's been kind of expensive calling bastards 'bastards,' but it's been worth it."

Which reminds me: The Latins had a phrase (*De mortuis nil nisi bonum*), meaning "Of the dead, (speak) nothing but good." Most epitaphs are all sweetness and light. Why don't we, for a change, mark the departed for what he was? An epitaph, in other words, and not epitaffy.

Continuing the thought, future generations walking through cemeteries would come upon headstones reading, say: "Just a Jerk." Or, "She went first, in departing this life, but it's still true, that he beat his wife." Or "Try and lie your way out of this!"

Copy-cub version: "The customer is always trite."

It's probably that juvenile streak in me. The newscaster frequently starts me singing: "Mamma's little boy likes Shortland, Shortland . . . Mamma's little boy likes Shortland Islands."

A contrib is considerably incinerated by the post office's new zoning system. Says putting a number after the name of the city may save time for incompetent clerks and carriers, but will waste business-men's time looking up such numbers, to say nothing of wasting metal for new addressograph plates. Changing its subscription galleys, he says, cost one publisher of his acquaintance \$12,000. Ah, wilderness. Ah, Washington.

I found this fragment of a weather-

bitten book-page on my lawn: "The gentleman, who was an extremely kind-hearted man, patted Janne on his red cheeks. 'Yes, yes, yes,' was the only thing Janne had to say. He did not know any more of the English language." Maybe the kind-hearted man got a break at that.

P. K. Thomajan thinks the Vichy yes-men are oui-oui-sels.

Wanted: Synthetic pipe-cleaners, now that wire is prioritized. Most of us have outgrown broom-straws.

We asked for definitions of a nut, you remember. Here's one from C. Dockstader, St. Paul: "A nut is what the wrapper says is in a candy-bar, but which, when it starts to crawl away, you know it ain't." Sounds like Kay Kyser's young Ishkabibble.

Cincinnati's Eric Stockton says a nut is a square screwball. He offers a variant: "A nut is a bolt's wife. Turn her head a couple of times and she's hard to get rid of." Newark's Hal Taylor says: "A nut is the only instance where a square peg and a round hole get together amicably."

Herb Dickson handles sales promotion for Conlon Baking, down in West Virginia. He tells the boys to "Make hay in May" . . . "Zoom in June." (gee, gosh!) . . . "Fly High in July." What do you rime with "January" and "February," Herb?

"We need a feud-administrator," said the Philadelphia *Inquirer* brightly a while back.

From the Coast Guard, Bob Graham writes that he's getting so slap-wacky he thinks up titles for songs: "She Didn't Want to Do It, but She Dood It at a Dude Ranch." Anchors aweigh, Commodore!

New York's Charles A. Cornibert has a fascinator advertised as "Sun-'n'-Shower." Here's a coined name that is easier to say . . . that looks better in print: "Sunorain." He can have it for free by recommending Scratch Pad to three of his friends and fascinators.

Pedantic Dep't: Let's stop using the nouns "minimum" and "maximum" as adjectives. We have perfectly good adjectives designed for the purpose: "Minimal" and "maximal."

Speaking of adjectives, the E. W. Smith Co. *Financial Review* springs one that ought to be useful: "Radionic." A companion-word to "electronic."

A New York furrier capitalizes on an item that appeared in a "Help Wanted Female" ad. The prospective employer is saying to a gal in the employment agency: "And you can wear my Hollander Mink-Blended Muskrat on your day off." Hollander took a page ad in *The New Yorker* to cash-in on something everybody had read about in the newspapers.

The FTC took a blast at cigarette advertising, but the baloney continues to pour from the loud-speaker.

Texaco has been going to town with the theme: "Smoke means trouble and wasted gas." Just a coincidence, of course, but I used the smoke-story for Amoco Gas back there in 1940. Back files of *The Jewish Times*, as well as the old Edwin C. Hill scripts, would show it.

No, Tessie, a "universal joint" isn't a tap-room, but you're getting warm.

I knew what radar is, of course. But it remained for *Time* to break the word into its components for me: "Radio detecting and ranging." What an ignoramus I'd be without *Time*.

Delta Air Lines get cute with a one-word headline: "AIR-ithmetic."

It's fun to work for an agency-head who tag-lines a call-report: "It was a very humid day in Camden, but here is a client who treats you like a humid being."

You can pick up new words in the queerest places. For instance, a sports-column quotes a judge on the bench, who handed down a decision on tip-sheets. He used a new one on me: "Vaticination." Means predicting, foretelling.

And I envy the *American Magazine's* "Red" Motley for his ability to talk breezily to a group of men for a half-hour, without a single note.

Good-provider version: A food and his money are soon parted.

T. HARRY THOMPSON

SALES MANAGEMENT

"YOU'VE GOT TO TELL
NEW YORKERS
IF YOU WANT TO SELL
NEW YORK"

Us on a Bus!



What's a typical cross section of New York?

It can be a bunch of figures on an advertising man's chart. Or it can be something much more alive and exciting to study.

The people on a crosstown bus, for example.

Look at these people and ask yourself if you can tell who reads what paper every day.

We're not going to tell you they all read our newspaper, the Journal-American. We are going to tell you many of them do.

How do we know?

Because you can't sell 632,000 copies of a newspaper every evening without covering a lot of people, all kinds of people, and

from every economic group. You can't collect 1,100,000 buyers every Sunday without taking in all types of good American citizens.

No, not any more than you can run a bus line without carrying all kinds of people.

No one takes a bus unless it's going his way. And neither does anyone read a paper unless it's going his way, unless it satisfies his needs. For forty years we've been satisfying the needs of the largest reading public of any evening paper in New York.

If you want to sell them, well, we suggest you try riding along with us. We'll get you places.



US ALL OVER!

Our readers get the most complete information not only from the war front but from the home front. For we are the only evening newspaper in New York with all three major wire services—AP, UP and INS. In addition, our own famous writers cable in exclusive pulse-tingling stories from every front in this war-ringing world.

Home-front news? The Journal covers local and national news like a blanket—by both story and picture.

So if it's news you want in a newspaper—get the Journal-American.

Journal NEW YORK American

LARGEST NEW YORK EVENING NEWSPAPER—THE ONLY ONE WITH ALL THREE WIRE SERVICES—AP • UP • INS

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

New York Savings Banks Spend \$300,000 to Sell Thrift

One hundred members of the Savings Banks Association of the State of New York are jointly backing an unusual radio and newspaper advertising campaign, based on a humorous approach, to induce spenders and hoarders alike to put their money into War Savings, United States War Bonds and savings banks.

IF highly paid war workers in New York State fail to salt away some of their earnings against the inevitable rainy day, it won't be the fault of the savings banks in that state. About 100 of the 130 members of the Savings Banks Association of the State of New York have pooled their efforts in a lively and vigorous campaign to shame hoarders and "Good Time Charlies" alike, into putting their money into War Savings, War Bonds and savings banks.

About \$300,000 a year is being spent, most of it for newspaper and radio advertising. Some excellent booklets also have been distributed, and a 16-mm. sound film, "Your Dollars—in Uniform!" has been shown more than 1,500 times to audiences totaling over 250,000. Ruthrauff & Ryan is handling the account.

This year's series of newspaper advertisements is a far cry from the staid copy usually favored by financial institutions. It consists of a series of cartoon sequences, by the artist Hoff.

The first advertisement, captioned "5 Ways to Hoard Money," showed



The first ad told the morbid tale of those who hoard and all their woes.

people doing such foolish things as stuffing money into old shoes, hiding it under the mattress or in the stove, or burying it. Ironical copy treatment was employed—for instance: "Hide It Under the Mattress—Probably America's No. 1 hideout for 'slacker' dollars. Of course, thieves know this and always look in the mattress. Every year thousands kiss their dough goodbye this quick, easy way."

The second in the series was based on the theme, "5 Ways to 'Fritter Away' Money," and used the same satiric approach, showing the guy who doesn't know you can't beat the races and who would rather back a dark horse than that sure winner, Uncle Sam; the "Tired Business Man" type, who throws his dough away on gold-digging blondes; the "good fellow," who sets up strangers at the bar; the selfish old gal who, "must have everything;" and the greedy fellow who must have "steak at any price." This advertisement, checked in a Starch readership survey, was shown to be as

effective as the two larger insertions of national advertisers in the same New York newspaper studied.

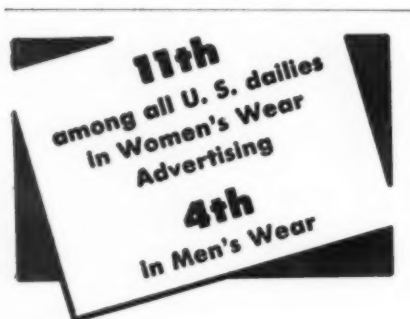
The third advertisement in the series tells "The Sad Story of 'Good Time Charlie.'" Charlie is shown back in 1939, when he used to read the want-ads on a park bench, and did not have a pay envelope—just his relief check; then, in 1941, when he began to make big money and *have fun*; last drawing in the sequence shows the same old park bench "Reserved for Charlie," because he hasn't sense enough to follow some of his co-workers into the savings bank.

Three more newspaper advertisements are scheduled in the current campaign. About 150 New York newspapers are carrying the insertions.

The radio advertising in the campaign is directed chiefly to women who, presumably, are more responsive to the argument that future security must be earned now. Spot announcements—one-, two- and three-minutes long—are being used. And women commentators on ten New York stations are plugging the thrift story.

Last year's campaign was more serious, having been built around the theme, "Don't Sabotage Him," to show the danger and futility of hoarding and needless spending. The series of newspaper advertisements showed how buying War Bonds and saving in savings banks helped the war effort. Some of the advertisements in this campaign tied in with the support of Victory Drives and payroll savings.

The choice of copy couched in a lighter vein for this year's campaign



Nothing new about that—but something to remember about the



The fellow who fritters his funds away also lives to regret the day.



Present and Accounted For!

The New New Orleans Has a 50,000 Recent
Increase in Population



*Here Are Six Other Factors That Make
New Orleans America's No. 1
Green Pasture*

- South's First Port for Latin American and World Trade
- Solid Expansion in Permanent Industry
- Great Rebirth in Agricultural Hinterland
- Big Revival in Mississippi River Traffic
- Financial Capital of the South
- World Air Terminal

Go South

WHERE THE POST-WAR FUTURE
IS BEING BUILT TODAY



THE TIMES-PICAYUNE and NEW ORLEANS STATES

MORNING 149,213

EVENING 75,532

SUNDAY 247,215

Representatives: NOEE, ROTHENBURG & JANN, Inc.

SEPTEMBER 1, 1943

[81]



Available Sept. 15th—
**SALES &
 ADVTG. MANAGER**

*who knows how
 to build business
 Now and Post-war!*

25 years' experience as Eastern Sales Mgr., District Sales Mgr., General Sales Mgr., General Mgr., Advertising Mgr., proprietor of own Advertising Agency.

Previously management consultant; expert in sales direction and post-war planning. Able administrator and analyst, good organizer, personal salesman, and promotion manager.

Knows entire USA intimately. Known from coast to coast for five business books, 100 business articles, scores of speaking appearances.

Draft exempt (46), married, likable 200-lb. six-footer, easy to get along with. Starting salary \$7500, giving you double money's worth. For advance information write, wire or call Philip Salisbury, Executive Editor, **SALES MANAGEMENT**, 386 Fourth Ave., New York 16, N. Y.

was made partly on the basis of the remarkable record of the pamphlet, "Spend, Sucker, Spend," which was written by Ralph de Castro, Ruthrauff & Ryan, and was first published as an article in the Waterville (N. Y.)



These people are learning too late the lessons of "800 Ways to Save and Serve." A bit of plumbing in time, would have resulted in money saved, not spent.

Times. A simple but forceful reminder of mistakes of the World War I era, this article captured the public's fancy. Its circulation, including reprints in house magazines, general magazines and newspapers, is said to have exceeded 5,000,000.

Having successfully used the "Spend, Sucker, Spend" theme in the pamphlet, the association decided that in its newspaper campaign it would point a warning finger (but with good-humored railery) at those who are spending recklessly and thoughtlessly.

It is too early as yet to compare the results of the two campaigns, but comments on the current one are uniformly favorable. Strong editorial support has been contributed by newspapers published outside, as well as

inside, the state. The banks have enthusiastically used reprints of the advertisements as posters. The U. S. Treasury has given the campaign its blessing.

In addition to the pamphlet, "Spend, Sucker, Spend," another one, entitled, "800 Ways to Save and Serve," has been distributed by the association. It is an attractive 64-page booklet con-



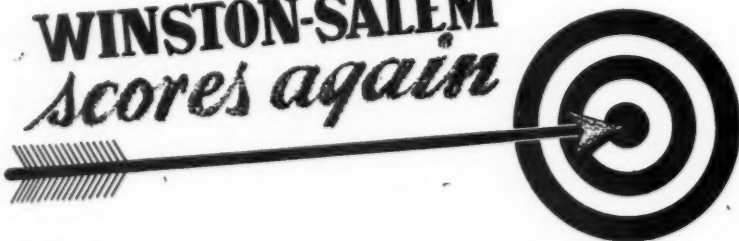
taining short, easily-read paragraphs of advice on such subjects as, "120 Ways to Save on Food," "Spots and Stains—How to Take 'Em Out," "Getting the Most Out of Your Household Appliances," "First-Aid for Your Car," etc. It also includes a page of information on War Bonds, and two pages of information on the various services furnished by savings banks.

The methods of distributing the "800 Ways" booklets are interesting. They have been offered, in radio programs, for 10c apiece (this served as a method of checking the effectiveness of radio advertising in the campaign); and they have been available, but only upon personal request, at the member savings banks. To date, 200,000 have been distributed.

A spokesman for the association claims that the campaign is doing a first-rate job in attaining its objectives. The heavy withdrawals of deposits which characterized the late 1941 and early 1942 periods have been completely reversed, and the number of depositors and the deposit liability have increased steadily each month to an all-time high of 6,127,253 depositors and \$5,866,607,299, on July 31, 1943. Members of the association are also operating 3,093 employers' payroll savings plans, covering 181,846 employees, who are regularly saving more than \$2,265,000 a month for the purchase of War Bonds.

"Bread lines . . . the Bonus Army . . . ex-soldiers selling apples on street corners . . . Relief . . . W.P.A. . . . C.C.C. . . . shoes run down at the heels"—all these, and many other familiar symptoms of the landslide which followed our last big splurge, are listed in the pamphlet, "Spend, Sucker, Spend." Let us hope we won't have them again, thanks to such advocates of thrift as the Savings Banks of New York State.

WINSTON-SALEM *scores again*



—by leading all North Carolina cities in the increase in department store sales for the first six months of 1943. This according to Federal Reserve Bank report!

—by scoring a 23 per cent increase while the balance of the district showed only 16% is further evidence that there's "extra" activity in this active market.

JOURNAL and SENTINEL

WINSTON-SALEM, NORTH CAROLINA

National Representatives: KELLY-SMITH COMPANY
 NBC—Radio Station WSJS—NBC

COVERAGE FROM WITHIN



... much better to be inside

You may be waiting longer than you think if you try to cover Central New England from the outside — without WTAG Worcester. Official F.C.C. maps of radio stations located beyond this area, leave Central New England blank in adequate coverage.

There's every reason why you should

move inside where WTAG holds listener preference. The workers in four hundred war industries are earning better than \$45.00 per week, and spending it on food at the annual rate of \$396 per family. That's \$174 higher than the U. S. average. Worcester is a MUST market in Massachusetts.



PAUL H. RAYMER CO.

National Sales Representatives

Basic Columbia

Associated with the Worcester Telegram - Gazette

SEPTEMBER 1, 1943

[83]

Expanding Latin-American Market Challenges American Exporters

If American business is to harvest the "South of the Border" post-war market, enriched by extensive U. S. wartime purchases and expanding industrialization, it must learn to be "sympatico" with its neighbors and to trade with them as equals.

BY JOHN F. DES REIS

Regional Manager
International Division, Carrier Corp.
Syracuse

LATIN-AMERICA, our neighbor to the south, both hemispherically and continentally bound to us, challenges those making post-war trade plans in the United States. It is a challenge which calls for constructive, clear thinking. Never before has the North American manufacturer interested in export trade had the opportunities to establish such a sound, enduring post-war business with our neighbors south of the Rio Grande as he has today.

We Are Primary Supply Source

Prior to World War II, Europe, the British Empire, and Japan supplied many types of products—either partially or completely processed—to meet Latin-America's needs. Today these sources of supply virtually have ceased to exist, and the United States of America stands (although due to present restrictions the supply is considerably curtailed) as the primary source of supply—not only of finished products, but also of the basic materials which represent the life blood of thousands of importers and industrial concerns. These organizations now are desperate because their stocks are either low or non-existent, and cannot be replenished under present conditions. They realize that the Allied Nations must win this war before these particular needs can be fulfilled, *but they expect*—and rightfully so—that the United States manufacturers will be ready after V-day to meet their needs.

It is stated authoritatively that as a result of the tremendous amount of purchasing which the United States is now doing in Latin-American countries, a surplus of dollars is being accumulated so rapidly that by the end of 1943 it is expected to reach the immensely respectable figure of one billion dollars. Think of it! One billion or more hard cash dollars hungry to be spent for almost all types of products!

With the accelerated development of local industries as a result of the present war, machinery of all types will be needed, and the more industrialized Latin-America becomes, the greater will be the demand for high-precision machinery and tools, road-building equipment, and many other products. Because of our experience, ingenuity and engineering skill, these products cannot be built of the same high quality and low cost in Latin-American countries.

Prior to World War II, a frequent complaint of the United States manufacturer was that he had to ship his products in foreign bottoms, because our merchant marine was woefully inadequate. After the present war is won, this position will be reversed. We will have American ships, and it will be up to the American manufacturer to see that those ships are not tied up in Hog Island and other World War I shipping graveyards, but that they leave the United States ports with the products which Latin-America and the rest of the world will want.

Industrialization a Factor

Certainly our post-war trade with Latin-America presents a rosy picture, *but* we must recognize certain factors in our foreign policy and in our commercial relations if we are to hold Latin-American markets when European competition again challenges our methods of conducting export business.

Today Latin-America invites North American capital, encouraging the formation of local companies, or participation in Latin-American enterprise. American capital is needed and welcome, and will pay handsome dividends, provided it is invested in such a way as to increase local purchasing power and thereby help to raise living standards. In making these investments, we render ourselves a service, for trade records show that our

export sales thrive best in expanding industrial markets, and that highly industrialized countries always have been the best markets for our manufactured goods.

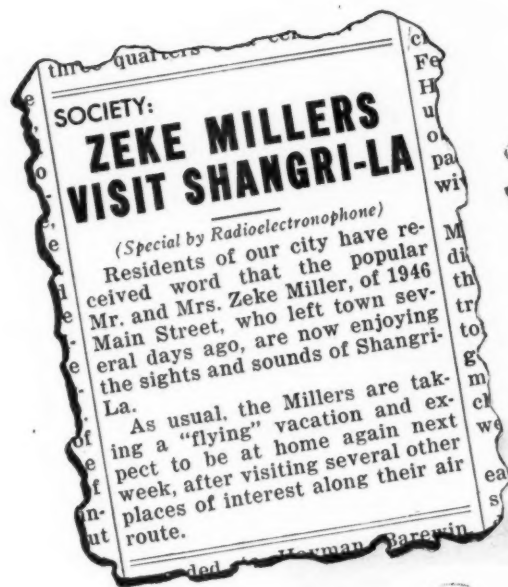
Every indication shows that Latin-America is definitely striving for industrialization as a means of freeing herself from the difficulties which usually surround a country whose economy is entirely dependent on agriculture. Some countries, such as Brazil, Argentina and Chile, have ambitious programs, while others on a much smaller scale are nevertheless making an attempt to develop local industries. Whether we like it or not (naturally, there are some American manufacturers who do not like the present industrialization of Latin-America because it will affect the export sale of their products), we must realize that industrialization in varying forms and degrees is coming to Latin-America. Thus it would appear that U. S. firms interested in the Latin-American market should evaluate this trend of industrialization and should make post-war plans accordingly.

U. S. Has "Wrong Attitude"

The feeling which still exists in some quarters—that the North American is a superior creature to his brother, the South American—must be stamped out. According to William Henry Chamberlain, a noted correspondent and recognized authority on many countries, in the June, 1943, issue of *Reader's Digest*, "unless we give up the naive belief that the United States of America possesses divine powers we again will have disillusioned headaches with the rest of the world after this war."

One of the reasons behind the Latin-American's disdain for the North American's attitude is the latter's appearance of superiority. It ties in with Chamberlain's analysis of our past God-like attitude in world politics. We did not seem to allow for inherent difficulties. From the very origin of the settlements in North and South America, there were very apparent differences, and these must be fully recognized. The greatest, perhaps, is that the North American settlements made an early break from the mother country and got down to business in becoming a self-sufficient political entity, whereas the South American countries long paid allegiance to their mother countries. Not until 1810 did independence come for most of them. And then, the South American continent became similar to Europe—a division into many countries, rather than one political entity, as we are.

Our racial characteristics also differ



In the tomorrow that is nearly today,
 you, too, will casually vacation in spots that could
 not even be found on the map
 yesterday. Your world will grow immeasurably as the airplane
 turns miles into minutes, continents and oceans
 into hours.

W. Braniff
 PRESIDENT

BRANIFF
Airways

Chicago, Burlington, Kansas City, Wichita,
 Ponca City, Oklahoma City, Dallas, Ft. Worth,
 Houston, Galveston, Amarillo, Wichita Falls,
 Austin, San Antonio, Laredo, Corpus Christi,
 Brownsville, Denver, Pueblo, Colorado Springs.



NASHVILLE



READERSHIP *Growth* IN A MAJOR MARKET

Year	BANNER		TENNESSEAN	
	Evening	Morning	Sunday	
1916	44,898	34,915	37,268	
1925	52,128	40,427	40,196	
1935	69,524	70,798	71,986	
1940	64,944	64,781	108,675	
1943	76,521	81,954	132,768	

*It's the Market With a "Buying Punch!"
Reach It Through Two Great Newspapers*

Nashville Banner
EVENING
Nashville Tennessean
MORNING
SUNDAY
REPRESENTED BY
THE BRANHAM COMPANY

from those of the South Americans. Even though we of the North are racially part of the world's largest melting pot, nevertheless, we are so predominantly Anglo-Saxon that the Anglo-Saxon thinking becomes a part of each North American, no matter what his particular racial strain may be. This thinking is at variance with the South American's, which is closely allied to that of the Southern European. It is factual, realistic thinking against legalistic, idealistic thinking.

Another factor which must be considered in our export post-war planning is that, until Pearl Harbor, Japan and Germany continued to ship to Latin-America. Despite many opinions that "Trade and good fellowship do not go hand in hand with each other," Japan and Germany — even Great Britain — have proved to the contrary in South America. Japan and Germany — principally Germany — combatted our, perhaps better products by fostering exchange students, spreading propaganda about their culture, and inviting Latin-American engineers and scholars to their country. Until 1937 we did little of this; instead, we left the North American business man to his own devices, without benefit of cultural propaganda.

Let's Trade Culture, Too

It must be remembered that even today the South American feels, and perhaps justly so, that his culture is older than ours. And in many cases, South Americans think of North Americans as "uncultured." Through the efforts of the Coordinator of Inter-American Affairs, splendid progress has been made in the right direction in acquainting our neighbors to the south with our culture, and our "way of life," in the exchange of students. But let us not stop there. Every representative of a U. S. manufacturer, whether traveling or residing in South America, should become better acquainted with Latin-Americans by mixing with them socially, and by joining *their* clubs, instead of the "American Club,"—in short, by becoming "simpatico" and not just another "gringo."

Latin-Americans prefer American products on the basis of quality, but when European low-price competition again enters the picture, they will be tempted to purchase from Europe, because of Europe's past record of co-operation, understanding and longer credit facilities. It therefore behooves every manufacturer interested in the Latin-American trade to analyze carefully past performances of European competitors, and, whenever possible,

SALES MANAGEMENT

of copies for training purposes. Many colleges and vocational schools use the handbooks in engineering courses involving maintenance.

★ ★ ★

That's a pretty sound way to protect post-war markets.

For our post-war markets will be determined by the outcome of the war—and the success of our war program depends upon production. Every piece of American industrial equipment is pitted against every piece of Axis industrial equipment. One of the most critical problems facing industry today is maintenance of existing equipment.

High speed, 'round-the-clock operation means four times greater wear—inspection, adjustment and lubrication must be quadrupled if production schedules are to keep pace with mounting war needs.

The problem is further complicated by the thousands of relatively inexperienced men—and women—now responsible for the turning of America's factory wheels.

Allis-Chalmers decided to concentrate its entire promotional efforts on helping to solve this vital problem.

Take another look at the two advertisements on the opposite page. Note how clearly and interestingly the maintenance stories are put over. It took plenty of digging to assemble the data—plenty of headwork to present it dramatically, yet so simply that even the newest "helper" on the job can understand it. Result: industrial advertisements and handbooks so full of direct, practical, usable "know how" that executives, plant managers and maintenance workers responded with overwhelming enthusiasm.

Altruistic?

Not altogether. The thousands of new men coming into

important positions in industry today are the very ones whose specifications will determine the sales volumes of the post-war period.

One of the finest ways of enlisting their cooperation is to help them expedite their jobs today.

Give them the information they need to speed war production. If you have a fabrication method or mechanical device that will save precious man-hours, a new product that can be substituted for more essential materials, a service that will cut maintenance costs, tell them about it in the pages of the industrial publications they read for technical data.

That's the whole secret of successful wartime advertising—and such advertising also will help to protect your post-war markets.

If you would like the full story on the Allis-Chalmers maintenance promotion, it is available in Case Study form.

The Case Studies illustrate and discuss not only industrial advertisements—but catalogs, booklets, manuals, shop bulletins and other promotional activities of nationally-known manufacturers. They show you exactly how the data was obtained on which the campaigns were based—why certain copy slants were chosen—why "job interest" determined the selection of media—amount of space used—complete analyses of results.

Ask your McGraw-Hill man about them, or clip the coupon.

McGRAW-HILL

NETWORK OF INDUSTRIAL COMMUNICATION

Research Dept., McGRAW-HILL Publishing Company, Inc., 330 West 42 St., New York (18), N. Y.

Please send the following Case Studies and books on how to make Industrial Advertising do a bigger job to help the war effort and protect post-war markets:

CASE STUDIES:

- | | |
|--|--|
| <input type="checkbox"/> Allis-Chalmers Manufacturing Co. | <input type="checkbox"/> John A. Roebling's Sons Company |
| <input type="checkbox"/> Westinghouse Electric & Manufacturing Co. | <input type="checkbox"/> Metal & Thermit Corporation |
| <input type="checkbox"/> Aluminum Company of America | <input type="checkbox"/> Plymouth Cordage Company |
| <input type="checkbox"/> Henry Disston & Sons, Inc. | <input type="checkbox"/> Gilmer Belting Company |
| <input type="checkbox"/> E. F. Houghton Company | <input type="checkbox"/> Air Reduction Sales Company |
| <input type="checkbox"/> Continental Can Company | <input type="checkbox"/> Manhattan Rubber Mfg. Div. of Raybestos-Manhattan, Inc. |

POLICY ANALYSES:

- | |
|---|
| <input type="checkbox"/> The Top-Executive Goes to War |
| <input type="checkbox"/> The Sales Manager Faces the Minus Quota |
| <input type="checkbox"/> The Advertising Manager on "Industrial-Information-Please" |

NAME _____

TITLE _____

COMPANY _____

ADDRESS _____

to combat this influence by employing whatever means will be available to us after the war.

The situation after World War II will be different from that after World War I. We will have greater shipping transportation facilities not only in our merchant marine, but also in transport planes similar to those now being used by the Ferry Command. Air transportation is a new factor which will affect business, not only with South America, but with the rest of the world. We must recognize this if we are to visualize post-war conditions.

Our sisters to the south also will be in a different position, for they, during this war, are becoming creditor Nations. At the present time, the Foreign Credit Interchange Bureau rates commercial credit in all the Latin-American markets as "Good" or "Fairly good," and classifies all as "prompt" as regards collections. This situation certainly should continue for many years, and we hope it will become permanent. We can do a great deal to make it permanent, by continuing to buy from, as well as sell to, Latin-America in the post-war period.

Dun and Bradstreet's survey of

Latin-American transactions show that in 1941, when we were still able to ship in large quantities to Latin-America, out of sales of over \$750,000,000, credit losses amounted to only two-fifths of one per cent. In fact, John R. Glenn, president, Pan-American Trust Co., recently stated, "It would not be at all surprising if the financial position of our Latin-American neighbors were not even better than our own after this war is over."

In pre-war days total exports from the U.S.A. represented approximately 10% of our total production. To a large number of manufacturers, however, export sales accounted for 16% to 20% of total sales and in many cases the difference between profit and loss. There is no reason why the average national total export figure of 10% cannot be increased to 15% or even 20% during the post-war period.

Exports Mean V-Day Jobs

North American manufacturers with new increased production facilities, new raw materials and new products have a tremendous responsibility facing them in the post-war world. Theirs will be the responsibility of providing jobs for our soldiers and sailors when they come back home. And this is where export comes in. Export sales can and will provide many such jobs and will help to keep the factories in operation.

Not such a bad picture, Mr. North American Manufacturer! Your present job, of course, is to help win the war and "get it over quick." But you can get ready now for post-war selling.

Starting with this premise, the reputable United States manufacturer must, in order to sell his products in Latin-America, make individual market analyses for each Republic to the south. Past, present and future analyses for each country also must be made, to avoid repeating the past mistakes of many manufacturers.

As an example: Do not attempt to develop an export business by mail. Many companies have found to their sorrow that such a course brings only expensive headaches.

If you are one of those manufacturers fortunate enough to have kept at least a nucleus of your export department, start now a thorough analytical review of your past export practices and ask yourself, "Will they stand against the wide-awake, keen competition my brother North American manufacturer will give me?"

A careful review also must be made of the future sales potentialities for your products in each country in the light of the industrialization and developments in Latin-America. The

Kalamazoo is Twins!



A BOOTH Michigan MARKET

Always a major Michigan market, Kalamazoo today offers twin values that any advertiser can understand.

Peacetime production of paper products, pharmaceuticals, stoves, castings and machinery is now greatly increased by additional wartime demands. Bank clearings are running 15% ahead of last year. Retail sales are up 12%.

A single newspaper, the Kalamazoo Gazette, "Michigan's Oldest Newspaper," covers this big, busy Michigan market practically home by home. There are

38,000 families in the Kalamazoo retail trading zone, and the Kalamazoo Gazette has a daily circulation of 35,681.

For further facts, call Dan A. Carroll, 110 E. 42nd Street, New York City, or John E. Lutz, 435 N. Michigan Avenue, Chicago.



KALAMAZOO GAZETTE



SOMETHING **BIG** IS ON THE MOVE

It lines the sea-lanes with convoys from horizon to horizon. It is a vast umbrella of planes that shields the movement and progress of multiple armies. It is a chain of supply and ammunition dumps on tropical islands. It is tons of exploding nitroglycerine that send twisted debris into the air, along with shattered hopes of conquest.

American industry has a tremendous story to tell of its part in the BIG

United Nations offensive which is on the move irresistibly today. It will be telling that story, and its practical application to every-day life, some day to a world at peace in the newspapers of the nation.

Every newspaper provides a vital war-time service through its daily war news and guidance in the problems of war-time living. In Philadelphia a larger percentage of families turn to one newspaper—The Evening Bulletin

—than in any other major market in the country.

The Evening Bulletin is read by four out of five people in Philadelphia. It reaches top-flight executives and wage earners alike in one of America's biggest and busiest Work Centers! It is the leader of all Philadelphia daily papers in 68 advertising classifications, including total advertising. It has been the No. 1 newspaper of Philadelphians for 38 consecutive years.

In Philadelphia—nearly everybody reads The Bulletin

easy to get



to your prospects over
the fastest growing net-
work station in all the
West and at the lowest
cost, too. It's the Bargain
Buy of the Nation's 3rd
major market!

KECA

OF LOS ANGELES

Barle C. Anthony, Inc.

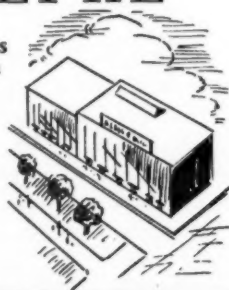
BLUE NETWORK AFFILIATE • FREE & PETERS, Inc., National Representatives



for ALMS & DOEPKE

Alms & Doepke is one of Cincinnati's oldest department stores . . . has known Cincinnati and Cincinnati buying habits for over 100 years.

This famous store has renewed its contract on WSAI 16 consecutive times . . . increased its schedule to present 6-times weekly basis at end of first year . . . Compelling proof of WSAI's EXTRA selling power!



5000
WATTS
•
DAY AND
NIGHT

WSAI

Basic Blue Network Sta.
Nat'l Reps.
•
SPOT SALES, INC.
New York, Chicago,
San Francisco

Division of Commercial and Economic Information, Bureau of Foreign and Domestic Commerce can help you.

Do not attempt to establish a distributing organization in Latin-America from your office in Kalamazoo. You would not appoint sales outlets in this country without having your domestic sales manager first talk things over with your prospective dealer right at his home ground. Therefore, plan to visit each important market and look over your prospective distributor. Obtain right there the information you require, and then, only then, make your appointment.

Perhaps your product is the type which can be assembled locally, and thus reduce transportation costs, high duties on the finished product, etc. Your survey of the market should include an investigation as to whether you should assemble locally or ship the finished product from the U. S.

Good-Will Advertising Helps

Institutional advertising, in certain export publications, telling about your company and your products — and stating that after V-Day they will be available — is excellent spade work. Your tax expert will tell you that Uncle Sam will, by means of tax reduction, help you to foot most of your export advertising bill.

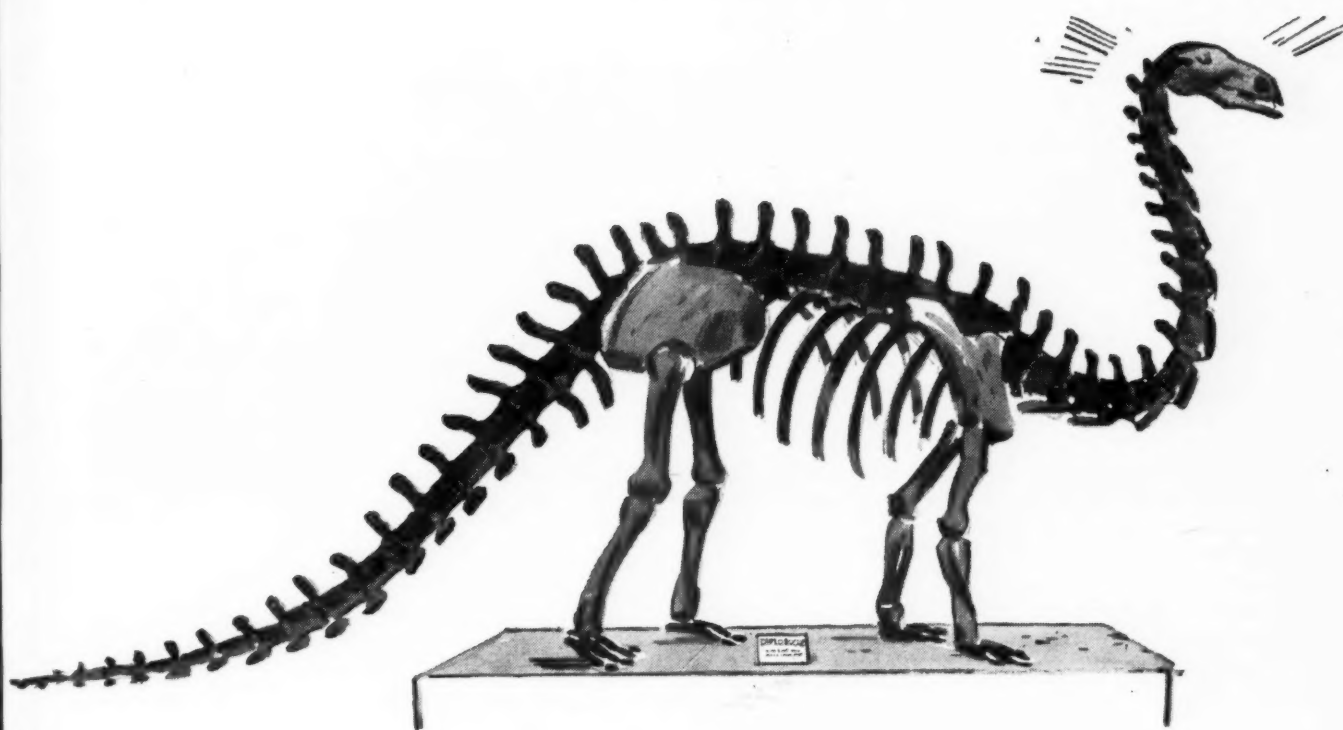
Whether you like it or not, "cash-with-order" terms will be difficult to secure. Will your post-war sales policy still call for "cash with the order" or will you take each country individually and arrange for terms of payment which will enable you and your local distributor to develop a substantial business year-in and year-out?

If you are a newcomer to export, but want to get ready to be there at the right time, hire the best export talent you can find now. The right man will be busy as a beaver getting ready for the day when business will return to normal. The day when a United States manufacturer interested in Latin-American markets had only to employ a so-called export "specialist," whose prime requisite was a knowledge of Spanish, is past. Export business today requires a thorough knowledge of international and economic conditions and must be as carefully managed as the United States home market.

Certainly Latin-America is an open market in the post-war world. As we made livable the cold of the North by providing heating, so can the heat of the tropics be made livable by providing air conditioning and many other North American innovations.

Will you be ready?

SALES MANAGEMENT



Diplodocus forgot to change his mind

WE'D PROBABLY have a lot of Diplodoci with us today instead of fossilized in the Rocky Mountains, if they hadn't been so stubborn.

But somehow it didn't seem dignified for a Diplodocus to fool around with this new-fangled "Evolution" stuff. And so the Diplodocus achieved the final dignity of all time—extinction.

Which is all very nice for the paleontologists (fossil-collectors to you). But short-sighted policy for a Diplodocus...

Or a business man. Like the Diplodocus, he sometimes holds the goal of dignity so close to his eyes he forgets his real goal—vitality. Some go so far as to pass up an advertising medium like Puck-The Comic Weekly, because of a fancied lack of "dignity." Yes, it happens.

Which is silly, of course. Good humor and high adventure have the dignity of the whole human race in them. The editors of Puck in bringing Walt Disney's irascible, lovable "Donald Duck" to millions of readers every week are following a well defined blueprint for giving America its most entertaining weekly. Add "Bringing Up Father" starring Jiggs and Maggie; "Blondie" and her irrepressible Dagwood; "Tillie The Toiler" who has set many a style; "Believe It or Not!" authored by famed Bob Ripley; "The Katzenjammer Kids", America's most famous practical jokers, and it explains why Puck is the most thoroughly read publication of its kind in America.

When choosing a medium to carry your advertising message—whether institutional or sales promotional—keep these facts in mind:

1. More people (men and women as well as children) read "the comics" than any other one form of entertainment feature.

2. Visibility and readership are unusually high because Puck-The Comic Weekly accepts only a limited number of advertisements per issue. Space in Puck is a valuable franchise.

3. Puck produces results. In 1939 one of the country's leading manufacturers of soap and quality cosmetics tested Puck-The Comic Weekly with 3 advertisements. Each year the schedule has been increased. In 1943 this advertiser is spending \$125,000 in Puck.

Puck-The Comic Weekly is distributed to more than 6,000,000 families through 15 great Sunday newspapers from coast to coast and is read by over 20,000,000 people—men, women and children.

Sales minded executives with an eye to the future should ask to see and carefully consider Puck's analysis of "Your Customers of Tomorrow", a sound presentation chock full of sales information. Puck-The Comic Weekly, 959 Eighth Avenue, New York—Hearst Building, Chicago.

On the Wartime Sales Front

Advertising Solves Manpower Problem

War production is booming in the plants of Armstrong Cork Co., Lancaster, Pa., ever since the company decided that the problem of getting workers had grown beyond its personnel department, and called on the advertising department for assistance.

The advertising talent which in peacetime had been utilized in selling Armstrong products, today is used in "selling" jobs to housewives, older men, and others who are not engaged in essential work.

The "recruiting" campaign was started last March, after it seemed that the bottom of the manpower supply had been reached. The local office of the United States Employment Service put the available manpower at zero. At the same time that Armstrong's production schedule called for thousands of additional workers, weekly hirings were falling off at an alarming rate.

The drive worked. In a few weeks after the campaign was launched, employment stopped declining and began ascending, and today the plant has doubled its number of employes.

This is the outline of Armstrong's "help wanted" advertising campaign:

Posterboards were set up all over Lancaster and the surrounding territory. Advertisements were placed in trolley cars and buses. Five spots were taken on the local radio station. Display and classified advertising was run in all the Lancaster and Lancaster County newspapers.

Armstrong produced a moving picture depicting the history of the company, which was shown in the downtown Lancaster theatre to employes and their families and friends.

A tremendous sign was placed over the employment office. Messages in payroll envelopes asked employes to direct new workers to the company, and small cards were enclosed to be filled in by the employes and then to be given to prospects to serve as an introduction at the company's personnel office. The names of employes who helped obtain new workers were published in the company paper.

Inasmuch as the housing situation is critical in Lancaster, the campaign aimed at recruiting hometown housewives, older men and people who were in industries which had curtailed operations because of the war. Display advertising featured pictures of Armstrong employes who had been housewives, storekeepers, tobacco workers, etc., showing the type of work they are doing, and pointing out how the reader could do the same.

Working conditions were shown by equipping a trailer and placing it in Penn Square, the center of Lancaster, for two months. It contained a worker demonstrating actual work done in the plants, pictures of workers at their jobs, descriptive folders, and personnel office interviewers. During the first two weeks, over 120 people were recruited through the trailer.

In July a complete display of all the products and work being done by Armstrong Cork for the war effort was

opened in a building in the center of the city. Since the display was opened on July 22, more than 11,000 people have visited it.

Edward Stern & Co., Philadelphia printers, have just completed an unusual booklet for their client, Summerill Tubin Co. Titled "Absenteeism," its 24 pages graphically explain Summerill's forms and methods used to control absenteeism.

Radio Industry Planning Board

A "Radio Technical Planning Board" will be established soon to guide anticipated developments in the radio industry after the war. Committees of the Institute of Radio Engineers and the Radio Manufacturers Association announced that they have completed procedure for the establishment of the planning board, which will be formally inaugurated at a meeting in New York on Sept. 15.

The board will function as a technical advisory body to government agencies, including the FCC, and to the industry on such far-reaching developments for the future as television and frequency modulation.

Sponsors of the Radio Technical Planning Board include: American Institute of Electrical Engineers, American Institute of Physics, American Radio Relay League, F. M. Broadcasters, Inc., National Association of Broadcasters, and National Independent Broadcasters.

One hundred and sixty times quicker than a wink—eight thousand winks a second—that's how fast a new movie camera, developed by Bell Telephone Laboratories and manufactured by Western Electric, can photograph the split-second action of our high-speed war machines.

Lost Volume Regained

Through the substitution of many items ranging from citrus fruits and potatoes to service and V-mail for men in the armed forces, Francis H. Leggett & Co., New York City, has been able to offset to a large degree the loss of its sales volume due to rationing.

Leggett is the manufacturer and distributor of "Premier" food products.

According to David D. Kiviat, general sales manager and director of the firm, jars, gravy mixes, steel wool substitutes, vitamin tablets, "Silex" coffeemakers, and cleaning fluids are a few of the many new products taken on by the company.

Another condition affecting sales volume is the drastic reduction of calls by Leggett salesmen on their customers, due to gasoline and tire restrictions. To alleviate this condition, Mr. Kiviat reports that the company has developed a new mail order form which is distributed to customers for their use between salesmen's visits. These forms are filled out, returned to the New York office for delivery. This form has helped to keep sales up, and at the same time to keep customers happy.

Post-war golf balls may have centers of cane sugar inside a core of rubber, according to engineers of the B. F. Goodrich Co., Akron, Ohio. Dr. Richard A. Crawford, a company research scientist has developed a new and improved manufacturing method which incorporates this revolutionary feature.

TAKE A GOOD LOOK. You're the business market—you and thousands of executives like yourself. You're a BIG market.



NEXT, call in a NATION'S BUSINESS man to show you why, of all business magazines, only one actually and adequately covers this market.



HURRY! Don't let him get away if you want *your* advertising in the magazine MOST WANTED by businessmen.



*How you
can sell YOU!*

NO NEED being complicated about the business executive market.

It's you, and thousands and thousands of other responsible men in large and small businesses, in large and small towns.

To sell the market—that is, to sell **YOU**—takes lots and lots of *coverage*.

NATION'S BUSINESS, as of this writing, has 404,407 readers — more than the next two business publications together.

But mere numbers aren't everything. To really sell the business market, look for *coverage* consistent with *cost*, and with due regard for *reader response*.

Here is the brief story. We are prepared to back it up with detailed facts:

**Of all general business magazines,
NATION'S BUSINESS . . .**

- 1. Has Largest Business Circulation**
- 2. Has Greatest Reader Response**
- 3. Costs Less Per Reader**

Choose the leader...



Sales Management High-Spot Cities

Retail Sales and Services Estimate for October, 1943

October should show the highest dollar total of sales and services for any month in 1943 to date with the total of \$6,140,000,000, being approximately 5% higher than September and 8.8% higher than October of last year. People who try to get hotel reservations or seats in the big motion picture theatres do not need to be told that the hotel and amusement business is running at virtual capacity, while the chief worry of storekeepers is getting replacements for their rapidly depleting stocks.



SALES MANAGEMENT'S *Research and Statistical Department* has maintained for several years a running chart on the business progress of approximately 200 of the leading market centers of the country. Among the ones shown in the following columns are those in which, for the month immediately following date of publication, Retail Sales and Services should compare most favorably with the similar period a year ago.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given,

the first called, "City Index." This shows the ratio between the sales volume this year and last. A figure of 126.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 26% over the similar month a year ago. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizeable gain over its own past, but the rate of gain may be less than that of the nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the nation. The third column, "\$ millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both



Suggested Uses for This Index

- (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where post-war drives should be localized.

As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of 12-months' Retail Sales volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind:

1. *How does the city stand in relation to its 1942 month?* If the "City Index" is above 100, it is doing more business than a year ago.

2. *How does the city stand in relation to the nation?* If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-sized cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

Newcomers this month among the leading 15 cities in city index are Long Beach, Calif., and Phoenix, Ariz. San Diego remains at the top, but with a precarious lead over the rapidly gaining Austin. The first 15 are as follows: San Diego 166.7, Austin 165.4, Savannah 152.0, Wichita 151.4, Ogden 149.6, Honolulu 149.5, Oakland 147.7, Evansville 147.1, Topeka 141.9, Portland, Me., 140.0, Kansas City, Kan., 140.0, Long Beach 139.4, Phoenix 137.0, Tacoma 136.5, Akron 136.0.

★ Cities marked with a star are "Preferred-Cities-of-the-month," with a level of sales compared with the same month of the preceding year which equals or exceeds the national change.

RETAIL SALES AND SERVICES (S.M. Forecast for October, 1943)

	City Index	City Nat'l Index	\$ Millions
U. S. A.	108.8	100.0	\$6,140.00
Alabama			
★ Mobile	119.5	109.8	8.15
Birmingham .	108.5	99.7	19.15
Montgomery .	106.7	98.1	5.10
Arizona			
★ Phoenix	137.0	125.9	9.85
★ Tucson	134.1	123.3	5.00
Arkansas			
Fort Smith ..	108.5	99.7	2.50
Little Rock ..	108.5	99.7	6.65

(Continued on page 98)

SALES MANAGEMENT DEPT

Some FACTS to Store for Future Use

THE DETROITER

PUBLISHED WEEKLY BY THE BOARD OF COMMERCE

DETROIT RIDES THE CREST

TEN YEARS AGO Detroit suffered its sharpest depression. Today it enjoys its greatest prosperity. In 1933, banks were closed. City bills were unpaid. Nearly four years of mounting depression had reduced factory employment to less than 200,000 workers. An increasing welfare load numbered 70,000 cases.

For a brief interval, people lost faith in Detroit. City Bonds that now bring \$120 could be bought at but little more than one-fourth of that price in 1933. City bills went unpaid. Municipal employees received City Scrip or nothing. Total City deficit as of May 31, 1933, exceeded \$21,000,000. Bonded debt of \$377,661,252 brought total obligations up to \$400,000,000.

Ten years of increasing peacetime activity, growing payrolls and war prosperity—halted momentarily by brief recession of 1938—brought Detroit to levels hard to realize until comparisons are made with prior years.

Most significant is the rise in factory payrolls. As Detroit industry goes, so goes Detroit. Factory worker families, on the average, will receive about \$5,000 this year. Weekly pay envelope of average Detroit workman will purchase nearly twice as much in goods and services today as it did in 1933.

Department store sales have risen to their highest level. Bank deposits are more than double their highest pre-war figure. Savings deposits have increased by more than \$100,000,000 over the past eighteen months. War Bond savings have been greater.

Table pictures other outstanding changes in Detroit over past decade.

DETROIT STATISTICS—A DECADE OF ACTIVITY

	1933	1943*	Change
City Debt	\$ 399,322,184	\$ 308,880,455	- 23%
Detroit Bonds (10 year)	39.00	120.00	+ 208%
Bank Debits	3,807,132,000	29,800,000,000	+ 683%
Bank Clearings	1,940,556,338	19,750,000,000	+ 915%
Savings Deposits	112,437,402	439,843,756	+ 291%
Total Bank Deposits	334,636,984	2,026,182,007	+ 505%
Factory Employment (County)	194,829	585,000	+ 200%
Weekly Factory Earnings	\$22.00	\$61.50	+ 179%
Total Factory Payroll (County)	210,239,008	1,800,000,000	+ 758%
Value Factory Output (County)	1,260,496,608	9,500,000,000	+ 655%
Department Store Sales	58,717,000	174,000,000	+ 197%
Value Buildings Erected	3,945,765	29,600,000	+ 670%
DSR Traffic Volume	254,343,585	538,000,000	+ 111%
Railroad Tonnage (Area)	15,936,593	28,000,000	+ 76%
Real Weekly Earnings (1933=100)	100	188	+ 88%
Population (Area)	2,080,000	2,845,000	+ 37%

* Totals for 1943 estimated on basis of first half gain over corresponding period of 1942. Other data as of July 1, 1943.

—John R. Stewart

The Detroit News

THE HOME NEWSPAPER

63.8% of Detroit's Homes Taking Any Newspaper Regularly Take The News

Weekdays, 392,148 Sundays, 479,474

New York: DAN A. CARROLL
110 East 42nd Street

Chicago: J. E. LUTZ
Tribune Tower

Note to Advertisers

The potentiality of the Detroit market has brought an increasing demand for advertising at the same time that newsprint supplies have been shrinking. As a result The Detroit News is temporarily rationing advertising space so that its advertising patrons may all have an equitable opportunity to reach its readers and the great Detroit area.

Sales Management High-Spot Cities

(Continued from page 96)

RETAIL SALES AND SERVICES
(S.M. Forecast for October, 1943)

	City Index	Nat'l Index	\$ Millions
California			
★ San Diego ..	166.7	153.2	32.85
★ Oakland	147.7	135.6	43.60
★ Long Beach ..	139.4	128.2	18.30
★ San Jose	127.7	117.4	7.85
★ San Bernardino	125.1	115.0	4.15
★ San Francisco ..	124.6	114.5	59.25
★ Stockton	123.2	113.2	6.00
★ Los Angeles ..	123.0	113.0	122.90
★ Berkeley	118.5	108.9	5.70
★ Pasadena	115.8	106.4	7.60
★ Sacramento ..	111.6	102.6	10.95
★ Santa Barbara ..	111.5	102.5	3.10
★ Fresno	105.6	97.1	6.85

Colorado

★ Denver	120.3	110.6	27.35
★ Colo. Springs ..	118.5	108.9	4.05
★ Pueblo	118.0	108.5	3.35

Connecticut

★ Bridgeport ..	125.0	114.9	14.10
★ Hartford	116.8	107.4	22.85
★ Stamford	113.4	104.2	4.70
★ New Haven ..	112.3	103.3	14.75
★ Waterbury ..	107.2	98.5	7.65

Delaware

★ Wilmington ..	115.5	106.2	10.60
-----------------	-------	-------	-------

Dist. of Columbia

★ Washington ..	108.9	100.1	76.05
-----------------	-------	-------	-------

Florida

★ Tampa	131.5	120.9	9.75
★ Miami	126.6	116.4	16.90
★ Jacksonville ..	125.0	114.9	11.05

Georgia

★ Savannah ...	152.0	139.7	8.35
★ Macon	111.5	102.5	4.65
★ Atlanta	109.2	100.4	28.00
★ Columbus ...	106.7	98.1	3.60
★ Albany	102.0	93.8	1.55
★ Augusta	94.5	86.9	4.00

Hawaii

★ Honolulu ...	149.5	137.4	30.85
----------------	-------	-------	-------

Idaho

★ Boise	127.1	116.8	3.50
---------------	-------	-------	------

Illinois

★ Rockford ...	116.5	107.1	7.80
★ Chicago	115.3	106.0	237.40
★ Moline-Rock ..			
★ Isl.-E. Moline	109.2	100.4	5.80
★ East St. Louis	108.8	100.0	4.50
★ Peoria	104.4	96.0	8.75

RETAIL SALES AND SERVICES
(S.M. Forecast for October, 1943)

	City Index	Nat'l Index	\$ Millions
Indiana			
★ Evansville ..	147.1	135.2	10.10
★ Indianapolis ..	117.3	107.8	33.55
★ Fort Wayne ...	115.0	105.7	10.00
★ Terre Haute ..	112.6	103.5	5.60
★ Gary	108.0	99.3	6.75
★ South Bend ..	100.0	91.9	6.85

Iowa

★ Sioux City ..	121.6	111.8	6.30
★ Des Moines ...	111.5	102.5	11.50
★ Cedar Rapids ..	108.0	99.3	5.25
★ Davenport ...	101.7	93.5	4.55

Kansas

★ Wichita	151.4	139.2	14.50
★ Topeka	141.9	130.4	5.90
★ Kansas City ..	140.0	128.7	7.50

Kentucky

★ Louisville ...	116.8	107.4	24.65
★ Lexington ...	112.2	103.1	5.25

Louisiana

★ New Orleans ..	115.6	106.3	24.95
★ Shreveport ...	109.5	100.6	6.75

Maine

★ Portland	140.0	128.7	12.65
★ Bangor	104.7	96.2	2.95

Maryland

★ Baltimore ...	115.0	105.7	69.25
★ Cumberland ..	106.7	98.1	3.85

Massachusetts

★ Springfield ..	133.3	122.5	16.75
★ Worcester ...	115.2	105.9	15.10
★ New Bedford ..	115.0	105.7	6.30
★ Boston	112.7	103.6	73.00
★ Holyoke	110.2	101.3	3.45
★ Lowell	108.9	100.1	5.75
★ Fall River ...	104.6	96.1	5.90

Michigan

★ Jackson	135.5	124.5	6.10
★ Detroit	133.2	122.4	145.20
★ Muskegon ...	130.5	120.1	4.40
★ Lansing	130.1	119.6	10.55
★ Battle Creek ..	126.5	116.3	5.00
★ Flint	121.0	111.2	13.40
★ Bay City	116.4	107.0	4.15
★ Grand Rapids ..	112.3	103.2	13.80
★ Kalamazoo ...	109.8	100.9	6.00
★ Saginaw	107.8	99.1	5.85

Minnesota

★ Minneapolis ..	123.0	113.1	41.45
★ St. Paul	116.7	107.3	23.75
★ Duluth	115.6	106.2	6.70

Mississippi

★ Jackson	116.4	107.0	4.25
-----------------	-------	-------	------

Missouri

★ Kansas City ..	125.0	114.9	36.85
★ St. Joseph ...	124.1	114.1	4.80
★ Springfield ...	118.4	108.8	4.15
★ St. Louis	113.5	104.3	56.35

Montana

★ Billings	109.3	100.5	2.55
------------------	-------	-------	------

RETAIL SALES AND SERVICES
(S.M. Forecast for October, 1943)

	City Index	Nat'l Index	\$ Millions
Nebraska			
★ Omaha	130.6	120.0	18.5
★ Lincoln	125.5	115.3	5.5

Nevada

★ Reno	118.7	109.1	4.0
--------------	-------	-------	-----

New Hampshire

★ Manchester ..	103.0	94.7	4.6
-----------------	-------	------	-----

New Jersey

★ Newark	120.6	110.8	43.0
★ Camden	112.8	103.7	8.7
★ Jersey City ..			
★ Hoboken-Pat..	105.0	96.7	27.8
★ Trenton	102.4	94.1	9.5
★ Passaic	102.3	94.0	7.0

New Mexico

★ Albuquerque ..	119.0	109.4	3.8
------------------	-------	-------	-----

New York

★ New York ...	133.0	122.2	504.6
★ Niagara Falls ..	119.5	109.8	6.9
★ Rochester ...	119.3	109.7	25.8
★ Schenectady ...	118.0	108.5	6.7
★ Elmira	116.3	106.9	4.5
★ Jamestown ...	116.1	106.7	3.1
★ Buffalo	113.5	104.3	36.4
★ Binghamton ...	112.2	103.1	5.9
★ Syracuse	112.1	103.0	15.5
★ Troy	111.5	102.5	4.6
★ Utica	108.8	100.0	6.6
★ Albany	98.0	90.1	9.0

North Carolina

★ Durham	114.5	105.2	4.5
★ Winston-Salem ..	113.6	104.4	4.1
★ Asheville ...	108.2	99.4	4.6
★ Greensboro ...	108.0	99.3	4.3
★ Charlotte ...	107.1	98.4	8.6
★ Raleigh	87.2	80.1	3.2

North Dakota

★ Grand Forks ..	115.5	106.2	1.8
★ Fargo	109.2	100.4	3.2

Ohio

★ Akron	136.0	125.0	24.7
★ Dayton	123.6	113.6	21.7
★ Springfield ...	119.7	110.0	5.2
★ Cleveland ...	118.1	108.5	74.1
★ Toledo	115.8	106.4	23.3
★ Columbus ...	113.5	104.3	27.6
★ Cincinnati ...	113.0	103.9	43.7
★ Canton	112.2	103.1	9.8
★ Youngstown ...	108.5	99.7	12.6
★ Zanesville ...	108.1	99.4	2.9
★ Steubenville ..	107.0	98.3	3.5

Oklahoma

★ Oklahoma City	131.3	120.7	15.4
★ Tulsa	126.5	116.3	10.9
★ Muskogee ...	121.0	111.2	2.8

Oregon

★ Portland	134.9	124.0	39.4
★ Salem	112.0	102.9	3.3

Pennsylvania

★ Williamsport ..	125.7	115.5	4.1
★ Chester	122.2	112.3	5.5
★ Philadelphia ...	117.5	108.0	136.2
★ Pittsburgh ...	115.7	106.3	58.8
★ Erie	113.5	104.3	8.4
★ York	112.5	103.4	4.9

SALES MANAGEMENT

RETAIL SALES AND SERVICES
(S.M. Forecast for October, 1943)

	City Index	City Nat'l Index	\$ Millions
Pa (cont'd)			
Harrisburg ..	111.6	102.6	8.05
Wilkes-Barre ..	111.4	102.4	6.50
Reading	110.3	101.4	8.05
Allentown ..	106.3	97.7	6.10
Lancaster ...	106.1	97.5	5.30
Johnstown ..	103.0	94.7	5.40
Scranton	98.2	90.3	7.65
Altoona	98.0	90.0	4.35
Rhode Island			
Providence ..	115.2	105.9	24.25
South Carolina			
Columbia ...	117.4	107.9	5.75
Spartanburg ..	112.7	103.6	3.60
Charleston ..	111.3	102.3	5.40
Greenville ..	110.0	101.1	5.10
South Dakota			
Sioux Falls ..	118.5	108.9	4.85
Tennessee			
Nashville ...	121.0	111.2	13.35
Chattanooga ..	117.2	107.7	9.80
Knoxville ...	117.0	107.5	8.25
Memphis ...	111.7	102.7	23.20
Texas			
Austin	165.4	152.0	9.35
Fort Worth ..	134.3	123.4	17.00
Beaumont ...	130.5	119.9	4.95
Corpus Christi	129.0	118.0	6.10
Houston	119.6	109.9	31.30
San Antonio..	117.0	107.5	15.10
Dallas	115.6	106.3	26.70
El Paso	115.5	106.2	5.35
Waco	115.4	106.1	3.75
Galveston ...	115.1	105.8	3.55
Wichita Falls	105.5	97.0	3.25
Utah			
Ogden	149.6	137.5	5.05
Salt Lake City	119.5	109.8	12.30
Vermont			
Burlington ..	103.1	94.8	2.35
Virginia			
Portsmouth ..	135.2	124.3	3.75
Newport News	129.1	118.7	4.35
Norfolk	116.8	107.4	12.15
Richmond ...	116.6	107.2	17.85
Lynchburg ...	101.3	93.1	2.85
Roanoke	100.0	91.9	4.90
Washington			
Tacoma	136.5	125.5	13.90
Spokane	127.8	117.5	12.40
Seattle	122.2	112.3	46.30
West Virginia			
Wheeling ...	115.0	105.7	4.35
Huntington ..	110.7	101.7	4.95
Charleston ..	105.3	96.8	6.60
Wisconsin			
Manitowoc ..	129.6	119.1	2.40
Milwaukee ...	128.3	117.9	53.70
Superior	121.8	111.9	2.55
Madison	118.5	108.9	6.80
La Crosse ...	114.2	105.0	2.95
Green Bay ...	103.6	95.2	3.75
Sheboygan ...	100.0	91.9	3.35
Wyoming			
Cheyenne ...	126.3	116.1	2.35

Prominent Users of Strathmore Letterhead Papers: No. 39 of a Series



A tense scene in "For Whom the Bell Tolls"
a Paramount Picture—in Technicolor

does your letterhead hold your audience?

Major dramatic event . . . Paramount's Technicolor production, "FOR WHOM THE BELL TOLLS". Two years of research . . . three months shooting with 300 players and technicians, went into the filming of Ernest Hemingway's great story of character and courage.

With the same care for detail, Paramount selects Strathmore paper for its letterheads. Your letterhead, on Strathmore is the expression of the reputation of your company. It commands attention . . . holds your audience. Yet a letter written on Strathmore paper costs only a small percent more than one written on the cheapest paper you might buy! Write for analysis of letter cost.

Strathmore Papers for Letterheads: Strathmore Parchment, Thistlemark Bond, Bay Path Bond, Strathmore Bond, Strathmore Script, Alexandra Brilliant and Strathmore Writing.

STRATHMORE

MAKERS
OF FINE
PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

Media & Agency News

Agencies

Following the example of Warner Bros., in contributing to Army Emergency Relief all profits from its motion picture version of "This Is the Army," Warner's agency, Blaine-Thompson Co., contributes to this fund all commissions from promoting the picture in newspapers and magazines.

Sherman & Marquette is cited by the Navy for promotional aid in the campaign to recruit WAVES and SPARS. . . Horton-Noyes Co., Providence, is elected a member of American Association of Advertising Agencies. . . James Thomas Chirurg Co., Boston, opens an office at 342 Madison Avenue, New York. . . Fisk & Doner, Detroit, becomes W. B. Doner & Co.



Frank Hummert to leave Blackett-Sample-Hummert.

When Frank Hummert leaves Blackett-Sample-Hummert, on December 31, he will take with him \$5,000,000 in annual time billings on shows for Sterling Drug, Inc., and \$3,500,000 in time billings of American Home Products. If J. G. Sample and Hill Blackett, who own B.-S.-H. 50-50, should decide to part, Mr. Hummert may go with Mr. Sample, or he may join, or form, another agency. Under no circumstances, Mr. Hummert says, will he continue with Mr. Blackett. Mr. Hummert and his wife, Anne Hummert, both vice-presidents of B.-S.-H., have long been maestri of "soap opera."

M. P. Franceschi is elected a vice-president of Foote, Cone & Belding, New York. . . Tod Reed, Detroit account executive, is elected a vice-president of Ruthrauff & Ryan. . . Arthur Sherrill, former publisher of the Canadian edition of *Liberty*, becomes public relations manager of Young & Rubicam, New York, succeeding Fred Smith, who is now assistant to Henry Morgenthau, Secretary of the Treasury. . . Adolph J. Toigo, from Geyer, Cornell & Newell, joins William Esty & Co., New York, as vice-president and research director. . . William Frietsch, Jr., is named research and media director of Ralph H. Jones Co., Cincinnati and New York.

Kennett R. McMath joins Duane Jones Co., New York, as a member of the plan board. . . Mrs. Erma Perham Proetz, executive vice-president of Gardner Advertising Co., St. Louis, recently was honored by associates on her 20th anniversary with the agency. . . John T. Callahan, former Sears, Roebuck executive at Pittsburgh, joins Wiltman & Pratt, there. . . Ralph Harris becomes an account executive with Abbott Kimball Co., New York.

Accounts

Army Air Services to Geyer, Cornell & Newell. . . Can Manufacturers' Institute, New York, and *American Maga-*

zine to Benton & Bowles. . . Transcontinental & Western Air, Inc., to Arthur Kudner, Inc., effective November 1. . . Howard Aircraft Corp., Chicago and St. Charles, Ill., to Reincke-Ellis-Younggreen & Finn. . . Ogilvie Sisters, New York, hair preparations, to Abbott Kimball Co. . . Mt. Eden Wine Co. and Ronzoni Macaroni Co. to Emil Mogul Co., New York. . . Burton's Foods, mustard, and Aero Needle Co., phonograph needles, both of Chicago, to Burton Browne Advertising, there. . . Allen Corp., ventilating engineering and manufacturing, to Ralph L. Wolfe & Associates, Detroit. . . Kidd & Co., Chicago, maker of Whip-Aid for cream, to H. B. LeQuatte, Inc., New York. . . General Industries Co., Elyria, Ohio, plastics, small motors and radio-phonograph devices, to Fuller & Smith & Ross, Cleveland office. . . Foote, Cone & Belding withdraws from the NBC and Blue Network accounts. . . Industrial advertising of U. S. Industrial Chemicals, Inc., to G. M. Basford Co.

Newspapers

Suggestions are being made that prisoners of war be employed to overcome the manpower shortage in production of pulpwood for newsprint. Chairman Lyle H. Boren of Oklahoma, chairman of a House subcommittee investigating the newsprint shortage, says that the newsprint problem could be solved if 20,000 men were put to work in this industry. . . Meanwhile, an additional 5 to 7% cut in newsprint consumption may be put into effect by WPB for the fourth quarter, and Canada fears a reduction of 30% in its newsprint production next year. Canada produces about four-fifths of all newsprint in North America.

Almost every major city newspaper recently has been forced to reject advertising. Chicago *Tribune* estimated in early August that it would have to publish in that month "some 300,000 lines less (of display advertising) than it could if the newsprint were available." . . New York *Times* has omitted as much as 51 columns in one day, Louisville *Times* 74 columns in three days. . . Raleigh *News & Observer* and Norfolk *Ledger-Dispatch* recently "froze" circulation, accepting new subscribers only when old ones discontinue.

Meanwhile, all major lineage groups pushed ahead to provide an increase of 15.3% in Media Records' Advertising figures for newspapers of 52 large cities in July, 1943, from July, 1942. Classified rose 42.6; general or national, 23.1; automotive, 14.8; financial, 3; and retail, 2.9. For seven months, total advertising lineage in these cities rose 11.9%, with classified up 31.9, and general ahead 24.2.

Amount of newspaper space used by advertisers for the \$15,000,000,000 Third War Loan Drive, September 9-30, is expected to be at least twice as large as for the second drive, last April. In New York City, for example, the expenditure may be about \$500,000, as compared with \$200,000 in April.

Easton, Pa., *Morning Free Press* changes from daily to weekly. Large increases in advertising and circulation, says Roland L. Adams, publisher, caused the paper to "over-consume" our paper quota. . . Our very prosperity has caused us trouble."

William Wallace, advertising manager, Toronto *Star*, and Henry W. Manz, advertising manager, Cincinnati *Post*, become members of the committee in charge of Bureau of Advertising, American Newspaper Publishers Association. Mr. Wallace also is chairman of the bureau's advisory committee.



Arthur E. Kaye is now general manager of St. Louis *Star-Times*.

Arthur E. Kaye, business manager, is advanced to the new position of general manager of the St. Louis *Star-Times*. Louis J. Hoffman, circulation manager, becomes business manager, and Charles B. Cleaver circulation manager. Ernest Kirschten is named editor of the editorial page.



George L. Burt becomes business manager of two West Coast papers.

George L. Burt, advertising manager of the Long Beach, Cal., *Press-Telegram* and *Sun*, is appointed business manager of these newspapers, succeeding the late Capt. Charles W. Paddock of the Marine Corps, killed in an airplane crash in Alaska in late July.

Radio

Edward J. Noble forms American Broadcasting System, Inc., and applies to Federal Communications Commission for authority to sell outstanding stock of Blue Network Co. The sum of \$1,000,000 has been paid to RCA for the Blue and the remaining \$7,000,000 of the \$8,000,000 purchase price will be paid on FCC approval of the transfer. The new company formed under Delaware laws, is capitalized for \$5,000,000, and will issue 400,000 common shares at \$10 par value.

Whether it becomes the "American" or remains the Blue, this network continues to report sales progress. Evening commercial quarter-hours sold in July were 68, as compared with 39 in July, 1942, and average number of stations per evening commercial quarter-hour rose from 76 to 94 in this period. . . New additions to the Blue network, which now has 163 stations, are WBLM, Macon, Ga., WGCM, Gulfport, Miss., WTRC, Elkhart, Ind., KFMB replaces KFSD as Blue outlet in San Diego, Cal. . . KFSD joins NBC.

Niles Trammell, president of NBC, announces personally the "homecoming" of "Amos 'n' Andy"—Freeman F. Gosden and Charles J. Correll—who are currently off the air for the first time in a decade. They will be sponsored by Lever Bros. for Rinso.

through Ruthrauff & Ryan, in a Friday night show starting October 8.

Mutual Broadcasting System's gross billings in July totaled \$1,088,809, an increase of 104.9% from July, 1942. MBS cumulative billings for seven months were \$6,991,727, or 19.2% more than in the same period of 1942.

CBS assigns W. B. Lewis to make a 12-month, nation-wide study of radio program service, to determine the present and future role of broadcasting in American life. Recently Chief of the Radio Bureau of OWI, Mr. Lewis formerly was vice-president in charge of programs of CBS.

Nine New York City stations will start on September 15 a coordinated campaign, initiated by Ted Streibert of WOR, on the wartime importance of the New York market. Participating will be WABC, WEA, WHN, WINS, WJZ, WMCA, WOR, WOV, WQXR.

John H. Field, Jr., is appointed sales manager of WABC, succeeding Beverly M. Middleton, who joins the Army. . . Harold Higgins is placed in charge of the Chicago office and Ray Linton takes charge of the New York office of Ray Linton & Co., radio station representatives, which has been opened at 331 Madison Avenue.

Magazines

If paper restrictions had not cramped their style, a lot of magazines might have made all-time advertising and circulation records this year. In fact, a lot of them managed to do both of these things, anyway. Magazine advertising as a whole this summer was about 40% ahead of a year ago.

The *nouveau riche*, in war occupations, have been an important factor. *Fawcett Women's Group* reports from a reader survey that its family incomes are 30% higher than in 1942, the median figure rising from \$2,041 to \$2,652.

The *American Weekly* cancels about \$325,000 in advertising ordered for October publication, anticipating a further WPB restriction on use of paper in the fourth quarter. This is in addition to \$332,000 in cancellations for the month of September to meet the July 1 paper cut of 5%.

Beverly M. Middleton, WABC Sales Manager, and John H. Field, Jr., his newly-appointed successor, exchange farewells. Mr. Middleton, who came to WABC in 1938, reported for duty on August 23 at Fort Devens, Mass. Mr. Field joined WABC in April of this year as an account executive.



SEPTEMBER 1, 1943

American Magazine's latest step, as a result of its reader research program, is to eliminate all serial fiction. The magazine will devote more space to fiction, but all stories, including short novels, will be published complete in each issue. . . *Good Housekeeping* introduces a "Fashion plus Facts" tag for apparel. . . *Ladies' Home Journal* issues, in limited edition, a scrapbook on the Journal-conceived "Schools at War" campaign, which already has added \$300,000,000 to Uncle Sam's war chest. . . *Esquire* publishes findings in a study of monthly magazine reading in the United States armed forces, made by Crossley, Inc., under supervision of Magazine Audience Group.

Meyer Dworkin, business manager, is elected secretary and treasurer of Macfadden Publications, Inc. . . Everett R. Smith, Macfadden research director, goes on leave of absence with the Printing and Publishing Division of WPB in Washington. . . W. H. Mullen, recently with OWI, returns to Crowell-Collier Publishing Co. to direct a post-war markets department. . . Mary C. Tucker, from Roman Stripe Mills, is now promotion manager of *Charm Magazine*. . . Margaret Fuller becomes assistant to R. A. Hoefer, publisher of *House Beautiful*. . . William A. Rosen is named advertising manager of Guide Magazines, replacing Fred Saffan, who is now West Coast advertising manager. A. L. Reinitz becomes eastern advertising manager of this group.

Carroll I. Johnson, former market research manager of *Business Week*, joins the commercial research staff of Curtis Publishing Co. . . William Kostka, from Institute of Public Relations, is appointed assistant to Daniel D. Mich, executive editor of *Look*. Jack Guenther becomes West Coast editor, Frank Graham sports editor, and Helen Thompson food and homemaking editor of *Look*. . . John A. Edwards now represents *Time* in the Cleveland area. . . Emanuel A. Korchnoy joins the promotion staff of *Esquire* and *Apparel Arts*. . . Gerald A. Regan is now on the New York sales staff of *Southern Agriculturist*.

Business Papers

The *Wall Street Journal* reports in detail, August 19, on the advertising progress of "business magazines, the little giants of publishing," citing specifically ad-

vertising-page records of *Iron Age* and *American Machinist*.

House Furnishing Review publishes a "Report to the Nation" issue. . . *Restaurant Management* forms a "food service equipment dealer advisory board, to aid in preparation of editorial features in this field." . . *Modern Industry* reduces paper weight nearly 50% and provides 25% more editorial content per issue.

Mrs. Mabel Potter Hanford becomes research director of *Modern Industry*. . . Joseph Mehr is now eastern manager of *Purchasing*. . . Leonard Shultz succeeds A. A. Collings as eastern manager of *National Carbonator and Bottler* and *Laundryman's Cleaner's Guide*.

RESEARCH DIRECTOR

Research man capable directing department or post-war development program. Knows marketing problems, can bring significant information to bear, reach conclusions, and spot opportunities. Familiar statistics, distribution analysis, informative surveys, budgets, potentials, analytical reports. Planning experience and can produce resultant program. Eastern vicinity. College, 36 deferred. Box 1040, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

DALLAS, TEXAS SALES REPRESENTATIVE AVAILABLE

Experienced, young business executive and sales manager desires connection with an aggressive organization wishing sales development in the Southwest, one of America's greatest markets. Thirteen years' experience in this territory with a nationally known company. Married, 4 dependents, 3A classification. Age 34. Excellent references; banks and former connections. Box 1041, Sales Management, 386 Fourth Ave., New York 16, N. Y.



PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
COrtland 7-4836

Write for circular on
ARTKRAFT
Hot Cathode
FLUORESCENT
LIGHTING

SIGNS OF LONG LIFE
by **ARTKRAFT**
SIGN CO., LIMA, OHIO

Comment

BY RAY BILL

COMPETITION BETWEEN INDUSTRIES. The present advertising campaigns of the Aluminum Company of America and the Monsanto Chemical Company illustrate how competition can be enterprising and stimulating while still being thoroughly constructive. The competition represented by the two campaigns is that of light metals versus plastics. On the one hand, the Aluminum Company advises publicly, "Nothing that an aluminum man can have to say about plastics can add to their virtues or subtract from their very genuine possibilities . . . Plastics do many things better than any other material." Naturally they add, "Alcoa Aluminum does many things better than any other material" and then go on to say, "The two can team up to do a better job for you in certain situations than either could do alone."

Monsanto comes back by complimenting Alcoa on its advertising which is reproduced in full in the Monsanto copy. Monsanto goes on to say, "Plastics are not going to put metals out of business—as some Sunday feature writers would have you believe. Both groups of materials are cast for leading post-war roles in what we all hope will be a bright new world. Both have their own, unique advantages." Monsanto then explains some of the peculiar advantages of plastics and of metals.

FOR MEN IN SERVICE. Many companies have put up plaques and boards in their home office as a tribute to employes of their organization who have gone into the armed services.

Many companies have instituted a system for seeing that their associates in the service regularly correspond with members of the home or branch offices, this sometimes being done on a rotated basis. Many concerns have set up a plan where gift packages of various kinds are shipped to their men and women in the service on a periodic basis. Many concerns have set up benefits and monetary presents of one type or another which constitute a further tribute to their associates in the service.

All such efforts seem very much worthwhile. The further a man or woman gets from his home front the more it means to maintain contact with his home and friends, the latter naturally including former associates in business.

Meanwhile, we are impressed with what the Radio-Keith-Orpheum Corp.—better known as RKO—is doing along this line. Apart from a continually flowing barrage of personal correspondence, this company decided to double whatever amount the employes of the company as a whole raised for gifts to be sent to the men in service. This activity now involves shipments every six weeks of gifts costing about \$5 each. The same present is paid in cash to those located where shipments are prohibited. This mutuality, whereby the company and the servicemen's former associates participate jointly in such gift shipments, has much to be said for it.

RKO has created also a special pocket-sized magazine

entitled *The Salute* which the company explains is produced "In Salute to All Our Boys and Girls in Service." This forty-page monthly periodical is presented as a supplement to *Flash* which is the company's regular house magazine and is crammed full of news items, pictures and drawings gathered from all parts of the country, and certainly offers much by way of home interest to those in the service. We urge our readers to ask for a sample copy and to go the limit in the plans which they develop for close contact with their own company associates in the service.

Of late there has been much talk about post-war jobs for servicemen. Certainly it is only natural for those on the fighting front to do a certain amount of worrying about how and where they will fit in when they return to civilian life. Obviously the contact which a company maintains with its own employes can do a great deal to allay fears in this regard. Such contact also builds that kind of fighting morale which can be best engendered by a feeling of confidence that their friends back home not only know what they are fighting for, what sacrifices they are making, what risks they are taking, but are eagerly expecting them back under their own business roof once the war ends.

HELP FROM THE PRESS. Anyone who thinks selling Government Bonds during war times is not a big sales job just hasn't taken the time to check up. With a new Bond drive scheduled for September, SM checked with the Treasury Department as to what happened during the Second War Loan. Here is the partial score:

1. Advertising was published during April by 9,493 newspapers. There were 73,938 advertisements aggregating 7,633,802 agate lines. This was equivalent to more than 30,000 full pages of newspaper advertising and was much the largest newspaper linage that ever supported the sale of any product or service.
2. Many newspapers published 25,000 to 50,000 lines in less than a month while some ran as much as 75,000 to 90,000.
3. Second War Loan linage in April was greater than the total retail advertising that month of all newspapers in the 52 large cities included in the reports of *Media Records*.
4. Second War Loan advertising exceeded by 13,000,000 lines the combined total that month of department store and classified advertising in the newspapers of the 52 large cities.

Naturally one wonders whether the Second War Loan drive would have proven so successful without such super-size help from the press. Magazines, radio, and other media also contributed on a super-size scale. Perhaps, and it seems to us to be more than just perhaps, both the legislative and administrative sides of the Government will be wise in seeing that everything possible is done to maximize the freedoms which are available at all times to all media and the materials (including paper) which are made available to them during the war period. The press is too patriotic to seek undue advantages during wartime, but enlightened selfishness on the part of Government may well lead Government to offer more than is asked.